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CATALOG OF TRAINING COURSES FY86

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PERSONNEL
MANAGEMENT
TRAINING
COURSES



United States
Office of
Personnel
Management

Office of
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Development

Washington Area
Training and
Development
Services

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CATALOG OF TRAINING COURSES FY86



United States
Office of
Personnel
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Introduction to Federal Personnel Management

Recruiting, selecting, assessing, developing, and retaining qualified employees are all equally important. This is so because growing recognition of the central importance of human resources has broadened the responsibilities of working organizations to encompass every aspect of manager-worker relationships, from recruitment to retirement. The Federal Personnel Management Program operates within legal and regulatory authority—defining the rights and obligations of both the employee and the employer.

Personnel management is part of the overall management function of an organization. Because of this relationship with overall management processes, the Office of Personnel Management (OPM) has selected nine functional areas under the personnel management program upon which to focus attention:

- *Employee Relations.*
- *Equal Employment Opportunity.*
- *General Personnel Management.*
- *Labor Relations.*
- *Managing Personnel Performance.*
- *Personnel Complementary Courses.*
- *Personnel Staffing.*
- *Position Classification.*
- *Training and Development.*

I. General Information

Interagency Training System

The Office of Personnel Management (OPM) provides training in a variety of curriculum areas for Federal, State, and local government employees through the Washington Area Training Development Services Division in Washington, D.C., in each of its regions, its Executive Seminar Centers, and the Federal Executive Institute. Specific information about the training available from each of these sources may be obtained by calling our Customer Relations Staff at 254-6940 for a free catalog on these programs.

Personnel Management Training

This catalog provides information about courses conducted in Washington, D.C. These training courses are primarily for occupational specialists, supervisors, managers, and other employees seeking specific knowledges, skills, and professional development in:

- Employee Relations
- Equal Employment Opportunity
- General Personnel Management
- Labor Relations
- Managing Personnel Performance
- Personnel Complementary Courses
- Personnel Staffing
- Position Classification
- Training and Development

Some of the courses are marked with an asterisk (*) after their titles. These courses are based on career paths and organizational environments specific to employees in the Federal government. Courses without the asterisk develop skills that have general application regardless of your organizational environment.

Our ultimate objective is to develop knowledges, skills and abilities (KSAs) which, when applied on the job, will increase the competency of the individual and thereby contribute to a more productive workforce, particularly in the personnel management occupations.

Eligibility and Nominations

Courses are open to employees of U.S. Government departments and agencies and to District of Columbia employees. Employees of State and local governments and international organizations are eligible to attend under the same conditions as Federal employees.

Individuals interested in attending any of these training courses should consult with their immediate supervisor and training officer on internal procedures to be followed in securing approval to attend. Nominations of Federal employees should be submitted on Standard Form 182 through authorized agency officials.

Nominations from State and local governments and international organizations should be in the form of a letter from an authorized official stating the following information:

- Title and date of the program
- Name, home (or office) address of nominee
- Position title and brief description of the nominee's duties
- Name and address of the billing officer

Send all nominations to:

OFFICE OF PERSONNEL MANAGEMENT
CENTRAL REGISTRAR—WATDS
P O BOX 7230
WASHINGTON, D.C. 20044

The delivery of the nomination form will be expedited if this address is typed in capital letters exactly as shown. A mail routing machine used by the U.S. Postal Service can read the address only as it appears above.

Nominations should be received by OPM at least two weeks before the course begins. Nominations can sometimes be accepted up to the beginning of the course. If the nomination deadline has passed, call us to determine if there is still space available. Accepted nominations will be confirmed by separate letters to the agency training officer and employee. If you do not receive written confirmation, call the telephone number listed following the course description.

The cancellation deadline is one week before the start of the course. It is the latest date nominations can be cancelled without charge to the agency. If an emergency arises and the agency cancels after the deadline, the agency will be billed. The nomination then will be held for the next course on a space-available basis. The nominee and agency will be notified by letter. Nominees should report to class only after notification.

Provisions for the Handicapped

The Office of Personnel Management makes every practical effort to assure that its training programs are accessible to handicapped employees. Nominating officials should contact the curriculum unit, using the telephone number listed after each course description to discuss any special need of the handicapped nominee (e.g., interpreters for the deaf or readers for the blind).

Cost

Training conducted by OPM is provided on a reimbursable basis to the recipient organization. Tuition cost for each course is stated in the course matrices.

Agencies will be billed for accepted nominees unless formal cancellations are received prior to the cancellation deadline. Substitutions may be made up to the beginning of the course.

Single-Agency Programs

In addition to providing the interagency training courses scheduled in this catalog, other resources are available for special courses in each of the various subject areas. These special courses include onsite sessions of interagency courses and/or design, development and delivery of single-agency training programs that are tailored to meet your particular training needs. These special courses are developed and presented under an agreement between us and the sponsoring agency. To meet the specific needs of sponsoring agencies, we may develop specially designed training materials, train agency staff to conduct courses, or adapt current courses to the agency's situation. These special courses may be given onsite or at our facilities. We will provide advice on feasibility and approximate costs.

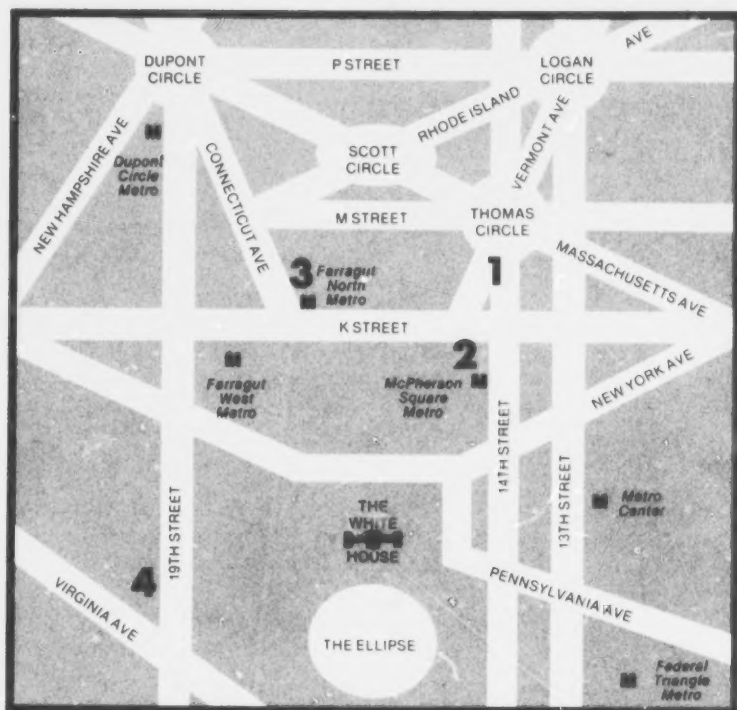
Agencies may also request that we conduct any of our existing programs onsite whenever the number of participants warrants. Such sessions will be provided at reduced rates from the participant costs shown in the catalog. Generally, a minimum of 15 participants is required for onsite training.

Location of Courses

The Washington Area Training and Development Services has administrative offices and primary classroom facilities located on Thomas Circle at 1121 Vermont Avenue N.W., Washington, D.C. In the event that classroom space is in another government building or a commercial facility, the participants will be notified as to the training location by confirmation letters prior to the first day of class.

Thomas Circle classrooms are convenient to Metrobus and subway (Metrorail) lines, as well as numerous commercial parking garages. Nearby are several convenient hotels for out-of-town participants and a wide variety of restaurants. The map on the following page shows the OPM offices and subway stations. Metrorail service is available on the Blue-Orange Line (McPherson Square) and the Red Line (Farragut North). Metrobus lines 52, 54, and 56 pass the Thomas Circle Building on the 14th Street side of the building. Buses also run on K Street within walking distance.

Note: Since publication of our Guide to Training and Development Services catalog for FY 86, some of our telephone numbers have changed. The telephone numbers that appear beneath the courses described here are correct. Please feel free to call these numbers should you desire additional information.



Key

1. Thomas Circle Training Center, 1121 Vermont Avenue
2. McPherson Square Metrorail Station (Blue-Orange Line)
3. Farragut North Metrorail Station (Red Line)
4. Office of Personnel Management

II. Employee Relations

Employee relations focuses on establishing and maintaining effective employee-employer relationships that contribute to increased motivation, morale, and productivity. Helps the management team of supervisors, managers, and executives to achieve goals through the efforts of other people. Develops skills in supervising employee performance and conduct, analyzing problems, identifying appropriate corrective actions, preparing and presenting management's case before MSPB, handling agency grievances, and administering benefits and services programs.

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Adverse and Conduct-Based Actions*

Code 26RP-C

Employees who have been adversely affected by management actions or decisions are more likely to challenge those actions today than in the past. This is particularly true with adverse actions resulting in loss of pay or job. Accordingly, it is essential that adverse and conduct-based actions be clearly merit-based and procedurally accurate.

Persons who process adverse and conduct-based actions must learn the statutory, regulatory, and case law requirements.

Description: Lecture, discussion, and case studies will show you:

- Distinctions between adverse actions and performance-based actions.
- Factors considered in selecting an appropriate penalty.
- Coverage, merit, and procedural requirements of adverse and conduct-based actions.
- Special merit and procedural requirements for problem areas.

Audience: Those who advise management on selecting and processing adverse and conduct-based actions. (Note: Supervisors and managers should attend *Supervising Employee Performance and Conduct Problems*, Code 26RY.)

Phone: 632-5636
4 days

Agency Administrative Grievance System*

Code 26SD-C

An agency administrative grievance system is intended to serve as a fair and objective avenue for the resolution of employee concerns or dissatisfactions that are subject to the control of agency management. Such systems must be established and run in such a way as to meet employee and agency needs, while still conforming to the regulatory framework established by OPM. OPM regulations have greatly expanded agency flexibility in designing and operating administrative grievance systems.

Those responsible for advising on or administering agency administrative grievance systems need to understand OPM requirements and their application to the agency system.

Description: Through lecture, group discussion, and case studies, this course teaches:

- How the agency grievance system relates to other systems available for resolving employee-employer differences.
- What issues are grievable.
- The steps in processing a grievance.
- The roles of supervisors, personnelists, "factfinders," deciding officials, etc., in processing a grievance.

Audience: Supervisors, personnel staff, deciding officials, EEO, and labor relations specialists.

Phone: 632-5636
2 days

Basic Employee Relations*

Code 26RK-C

A primary goal of employee relations is to maintain a productive balance between management and employee rights and responsibilities. A variety of statutory and regulatory requirements combine to define how the employee relations program will operate to achieve that goal.

Those involved with the employee relations program must learn to locate, identify, and apply appropriate statutory and regulatory requirements.

Description: Through lecture, group discussion, case studies, and visual aids, this course teaches:

- How to coordinate employee relations with other elements of personnel management, including labor-management relations.
- Specific employee relations concerns involved in the implementation of new regulations and policy initiatives.
- Basic management and employee rights and responsibilities for performance, conduct, unacceptable performance actions, adverse actions, incentive awards, grievances, and appeals.

Audience: Employee relations specialists with less than one year's experience, labor relations specialists, and other personnelists who need a basic understanding of employee relations.

Phone: 632-5636
5 days

Case Preparation and Presentation Before MSPB*

Code 26RZ-C

A close review of cases before the Merit Systems Protection Board (MSPB) reversed on merit indicates that, in many of them, the reasons for action were adequate, but the case preparation and presentation to MSPB was inadequate. While a good representative may not win a bad case, a bad representative will lose a good case!

Those who represent agencies before the MSPB must understand the applicable laws, regulations, and procedures as well as the fundamental tools of representation.

Description: Through lecture, group discussion, case studies, and role play, this course will teach:

- The jurisdiction of MSPB and what burden of proof applies to which actions.
- How to respond to an employee petition for appeal, including the case file, discovery procedures, witness selection and preparation, etc.
- The format and procedures of an MSPB hearing.
- How to initiate and respond to post-decision actions.

Audience: Agency personnel with responsibility for preparing and/or presenting cases to MSPB or for serving as technical advisors.

Phone: 632-5636
4 days

Civil Service Retirement Program: Administrative Procedures*

Code 26SE-C

Dramatic changes are occurring in the civil service retirement system. This course provides up-to-date information on how to counsel potential retirees and process retirement actions. It also provides detailed information on how to answer general inquiries from employees.

Those who process retirement claims or answer general inquiries require the very latest information to do so correctly.

Description: Through lecture, group discussion, and case studies, this course teaches you:

- The proper crediting of service—civilian, military, and unused sick leave.
- Eligibility requirements and application procedures for retirement.
 - Optional retirement.
 - Discontinued service retirement.
 - Disability retirement.
- Survivor benefits under the new Spouse Equity Act.
- The proper completion of forms used in retirement actions.
- Employee/retiree counseling information.

Audience: Personnel responsible for processing retirement actions or who answer general inquiries.

Phone: 632-9772

2 days

Computation of Civil Service Retirement Benefits*

Code 26SB-C

Agencies are responsible for providing their employees with an estimate of their monthly annuity prior to the employee's retirement. This course provides hands-on training in manually computing the different types of civil service retirement annuities, including cases involving deposit/redeposit service, and post-56 military service.

Description: Through lecture, group discussion, and case studies, this course teaches how to manually compute:

- Optional and discontinued service annuities.
- Disability retirements involving the guaranteed minimum.
- Deposit/redeposit amounts.
- Military deposit amount for post-56 military service.

Audience: Personnel responsible for computing annuities. (Note: Those responsible for processing retirement actions or needing only the latest information to answer employee inquiries should attend *Civil Service Retirement Program: Administrative Procedures*, (Code 26SE), and/or *Workshop on Federal Employee Health and Life Insurance Programs* (Code 26XX-C).

Phone: 632-9772

4 days

Employee Counseling Services Program*

Code 26RR-C

Agencies are required to maintain counseling and rehabilitative capabilities for employees experiencing problems as a result of alcoholism and/or drug abuse. Many agencies are also developing counseling capabilities to deal with a wide range of employee problems that impact on performance and conduct.

Those who establish or administer employee counseling services programs need to know the law, regulations, and guidance for their programs.

Description: Through lecture, group discussion, case studies and films, this course shows how to:

- Establish and implement agency policy and programs consistent with law and regulation.
- Establish liaison with community education, treatment, and rehabilitation facilities.
- Develop "awareness" programs for the workforce.
- Provide strategies to assist managers and supervisors in using the counseling services program in correcting performance and conduct problems.
- Evaluate the effectiveness of the program.

Audience: Employee counseling services program administrators, field installation coordinators, and persons providing direct counseling to employees.

Phone: 632-9772

4 days

Impact of Social Security on the New Federal Employee*

Code 26SH-C

Certain new Federal employees hired on or after January 1, 1984, are required to be covered by both Social Security and civil service retirement systems.

This two-day course will provide you with a basic knowledge of the Social Security system and how those benefits are coordinated with benefits under the civil service retirement system.

Description: Through lecture, group discussion, and case studies, this course provides:

- An understanding of exactly who should be covered under both systems.
- Information concerning benefits—retirement, disability, survivor and Medicare—under the Social Security System.
- Information concerning the coordination of benefits under the two systems.

Audience: Personnel responsible for administering agency responsibility concerning the Social Security program.

Phone: 632-9772

2 days

MSPB Briefings*

Code 26SL-C

We are offering a series of six, one-day seminars on various aspects of the MSPB appellate process. These seminars will consist of intensive, skill-building sessions on single topics. They are aimed at those persons involved in representing agencies before the Board, and those who serve as technical advisors in such cases. They are intended to be particularly useful to agency attorneys who desire to become more familiar with the particular requirements of MSPB procedures.

Topics to be covered are:

- Burdens of Proof and Going Forward: Who has to Prove What Before MSPB?
- Discovery before MSPB.
- Evidence.
- Motion practice.
- Mixed cases.
- Attorney fees.

Topics may be changed due to new case law or participant demand.

Audience: Attorneys and personnelists who act as agency representatives or technical advisors in MSPB proceedings. Persons new to this area should take the course, *Case Preparation and Presentation Before the MSPB* (Code 26RZ).

Phone: 632-5636

Six 1-day sessions

Performance-Based Actions*

Code 26RO-C

Given the growing emphasis on corrective actions in response to performance deficiencies and the growing Merit Systems Protection Board (MSPB) and arbitration case law, it is essential that performance-based actions be clearly merit-based and procedurally complete.

Persons processing performance-based actions must learn the statutory, regulatory, and case law requirements.

Description: Through lecture, group discussion, and case studies, this course will show you:

- Distinctions between performance problems and conduct problems.
- Management responsibilities for employee performance.
- Corrective actions for assisting unacceptable performers to perform acceptably.
- Merit and procedures of within-grade denials and probationary terminations.
- Coverage, merit, and procedures of unacceptable performance actions.

Audience: Persons who advise management on selecting and processing performance-based actions. (Note: Supervisors and managers should attend *Supervising Employee Performance and Conduct Problems*, Code 26RY.)

Phone: 632-5636

4 days

Planning for Retirement*

Code 26RL-C

Most people look to retirement as a golden opportunity. It should be, but success requires planning ahead. It is generally agreed that planning for retirement well in advance helps eliminate adjustment problems and uncertainties.

Those persons contemplating retirement, as well as personnel who counsel employees regarding retirement, need to be aware of what to consider in developing personal action plans.

Description: Through lecture, group discussion, case studies, and films, participants will learn:

- The components of a comprehensive retirement plan.
- Key issues involved in financial planning.
- Entitlements covered by the civil service retirement and Social Security systems.
- Tax and legal issues affecting retirement.
- Personal, health, and psychological concerns that impact on retirees.

Audience: Prospective retirees and agency personnel who have a need to know about pre-retirement planning, including supervisors and agency retirement counselors. (Note: Since retirement plans are more effective and realistic when both employee and spouse participate in the planning process, the spouse is invited to attend the course without charge.)

Phone: 632-9772

3 days

The Role of the Deciding Official in Unacceptable Performance and Adverse Actions*

Code 26SM-C

The role of the deciding official in unacceptable performance actions and adverse actions is becoming increasingly critical. Not only is the decision itself subject to review, but the way in which the decision was made and the factors that were considered may become major issues in an employee's challenge to the action. This course covers the deciding official's role in terms of procedural, regulatory, and case law requirements.

Those designated to be deciding officials in such actions must be familiar with their role and the legal and regulatory requirements of that role.

Description: Through lecture, group discussion, and case studies, this course teaches:

- The deciding official's role in unacceptable performance action and adverse action procedures.
- How to receive and consider the employee's response to a proposal.
- What must be weighed and considered in making and writing a final decision on an action.
- How to prepare for an employee challenge.

Audience: Supervisors and managers who have been delegated the authority to make final decisions in unacceptable performance actions and adverse actions. (Supervisors not designated as deciding officials should attend *Supervising Employee Performance and Conduct Problems* [Code 26RY] for an overview of the entire process.)

Phone: 632-5636

2 days

Workshop on the Federal Employee Health and Life Insurance Programs*

Code 26XX-C

Agencies are required to provide their employees with information concerning the benefits under the Federal Employees Health Benefits and Federal Employees Group Life Insurance Programs. This course provides up-to-date information to enable agencies to answer general inquiries, counsel potential retirees, and process this aspect of retirement actions.

Description: Through lecture, group discussion and case studies, this course teaches:

- Federal Employees Health Benefits Program:
 - Types of plans, enrollments, and options available.
 - How to enroll or change coverage.
 - Requirements for continuing into retirement.
 - Coordination with Medicare.
- Federal Employees Group Life Insurance Program:
 - Types and amounts of insurance.
 - How to enroll or change coverage.
 - Requirements for continuing into retirement.
 - Benefits payable—Order of Precedence.

Audience: Personnel responsible for counseling employees, answering general inquiries, or processing retirement actions.

Phone: 632-9772

1 day

Employee Relations Courses
 Labor and Employee Relations Curriculum
 Personnel Management Training Services
Fiscal Year 1986 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Adverse and Conduct-Based Actions (26RP)	\$560	1-4			7-10		4-7		6-9			19-22	
Agency Administrative Grievance System (26SD)	\$290					27-28							4-5
Basic Employee Relations (26RK)	\$575	21-25			27-31			21-25		23-27		4-8	
Case Preparation and Presentation Before MSPB (26RZ)	\$560			10-13					20-23				23-26
Civil Service Retirement Program: Administrative Procedures (26SE)	\$285				7-8		25-26		15-16		22-23		4-5
Computation of Civil Service Retirement Benefits (26SB)	\$475			3-6		4-7		8-11		17-20		26-29	
Employee Counseling Services Program (26RR)	\$450	8-11					4-7					12-15	
Impact of Social Security on the New Federal Employee (26SH)	\$275			12-13		13-14		17-18			17-18		8-9
MSPB Briefings (26SL)	\$150	18			24		24		16		18		19
Performance Based Actions (26RO)	\$560			3-6		11-14		1-4		3-6			9-12
Planning for Retirement (26RL)	\$415			16-18			19-21			11-13			17-19

(Continued on next page)

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Employee Relations Courses (Continued)
 Labor and Employee Relations Curriculum
 Personnel Management Training Services
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Role/Deciding Official in Unacceptable Perf. & Adv. Actions (new-26SM)	\$300			16-17			13-14				10-11		
Workshop on Federal Employee Health & Life Insurance Programs (No code)	\$155				6		24		14		21		3

*For information call FTS 8-254-8020 or commercial (202) 254-8020.

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III. Equal Employment Opportunity

Equal employment opportunity addresses implementation of the internal Federal EEO and Affirmative Employment Action Programs and the rights and obligations of all Federal employees under the applicable laws and regulations. Makes clear the Federal government's commitment to the implementation and fair enforcement of affirmative employment and EEO laws and regulations through its personnel management systems, ensuring equality of opportunities for job applicants and employees.

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Advanced EEO Counseling*

Code 22UF-C

Communication techniques and an overview of personnel management as it relates to the EEO process highlight this advanced counseling course. You'll catch up on the latest regulations from OPM and EEOC.

It is said that experience is the best teacher. If that's true, your experience will contribute much to the course. You in turn will learn from other EEO counselors.

This course is for you if you've processed a precomplaint case or if you've been an EEO counselor for six months.

Description: You'll learn how to:

- Apply effective communication techniques when counseling.
- Practice sound counseling methods.
- Update your knowledge of the discrimination complaint process.
- Recognize the effects of discrimination.
- Understand the relationship between personnel management and discrimination complaints processing.
- Define and analyze EEO problems.

Audience: (Prerequisite course: *Basic EEO Counseling*, Code 22UD.)

Nominees must also have six months' experience as an EEO counselor or have precomplaint case experience. Others can attend if space is available.

Phone: 632-9772
3 days

This course can be conducted onsite. Call for dates, times, and costs.

Affirmative Action and the Federal Equal Opportunity Recruitment Program*

Code 22UW-C

If you are an agency official with personnel and/or EEO responsibilities or if you have an interest in this subject, this course will give you the knowledge and skills necessary to develop and implement affirmative recruitment programs. The course focuses on the requirements for agency action, plan development, and strategies available in conducting affirmative recruitment.

Description: You'll learn how to:

- Explain the purpose of affirmative action and the FEORP program and discuss its statutory and regulatory requirements.
- Identify the respective roles and responsibilities of OPM and EEOC in affirmative action and FEORP.
- Make calculations of underrepresentation, using applicable civilian labor force statistics.
- Set recruitment priorities.
- Develop results-oriented strategies for internal and external targeted recruitment.
- Describe affirmative action and FEORP plan requirements for agency monitoring, reporting, and evaluation.

Audience: Agency EEO and personnel specialists who have FEORP program responsibilities, and other employees with duties requiring an understanding of affirmative recruitment principles.

Phone: 632-9772
3 days

This course can be conducted onsite. Call for dates, times, and costs.

Basic EEO Counseling*

Code 22UD-C

Counseling is the first step in the discrimination complaint process. The emphasis will be on the role, duties, and responsibilities of the EEO counselor. Actual complaint situations will be simulated in role-playing sessions.

Description: You'll learn how to:

- Describe each step in the pre- and formal-complaint stages.
- Conduct constructive counseling interviews.
- Gather information about alleged discrimination.
- Resolve discrimination complaints informally.
- Write reports summarizing the facts of a discrimination complaint case.

Audience: Newly designated or appointed EEO counselors. Recommended prerequisite: *Introduction to the Federal EEO Program* (Code 22VK). Others may attend if space is available. (The course is not designed for EEO discrimination complaints investigators.)

Phone: 632-9772

4 days

This course can be conducted onsite. Call for dates, times, and costs.

EEO for Advisory Committee Members*

Code 22VB-C

The increasing responsibilities of Special Emphasis Program managers and other EEO officials often require the formation of an EEO advisory committee to assist in carrying out agencies' EEO efforts.

The knowledge and skills you will learn from this course will make you an effective committee member. Emphasis is placed on how you can work with other members of the committee to advance your agency's EEO program.

Description: You'll learn how to:

- Explain your role and responsibilities as a committee member.
- Discuss with appropriate agency officials ways in which they can improve your agency's EEO program.
- Describe the basic concepts behind affirmative action and Federal EEO affirmative action program planning.

Audience: EEO advisory committees, Federal Women's Program committees, Hispanic Employment Program committees, and EEO specialists who work with advisory committees.

Phone: 632-9772

3 days

This course can be conducted onsite. Call for dates, times, and costs.

EEO for the Federal Employee*

Code 22VA-C

As a Federal employee, you need to know and understand the purpose as well as the requirements of the Federal EEO program. These requirements outline your rights and responsibilities. This one-day course stresses both.

Description: You'll learn to:

- Describe the duties of designated EEO officials.
- Identify the responsibilities and rights you have as an individual employee.
- Identify EEO laws and regulations.
- Describe the purpose of the Federal EEO program.
- Describe the steps in the discrimination complaints process.

Audience: Federal employees who do not have assigned EEO responsibilities or management responsibilities for ensuring EEO compliance. (This course is not for managers, supervisors, or EEO specialists.)

Phone: 632-9772
1 day

This course is usually conducted onsite at agencies' request. Dates, times, and costs are negotiated between the requesting agency and the Staffing, Classification, and EEO Training Branch.

EEO for Personnelists *

Code 22UX-C

This course is designed to give you a comprehensive understanding of Federal laws, executive orders, and regulations and procedures governing the Federal EEO program. The course focuses on the interrelationship between EEO and the Federal personnel system.

Description: You'll learn how to:

- Explain the requirements of Federal EEO laws, executive orders, and regulations.
- Identify those personnel practices which effectively support EEO objectives, may be discriminatory in effect, or give rise to complaints of discrimination.
- Describe the roles and responsibilities of managers and personnel specialists in EEO efforts.
- Explain the rights of applicants and employees under EEO and the procedures of the discrimination complaints process.
- Identify the basic requirements for affirmative action plan content and assist in the process of planning and accomplishing objectives.

Audience: Personnel specialists functioning in any area of Federal personnel management and other employees with duties that require an understanding of the EEO and personnel management relationship.

Phone: 632-9772
3 days

EEO Law: Its Impact on the Federal Program*

Code 22VI-C

By attending this course you can acquire the basic knowledge and skills required to identify, research, and understand recent administrative rulings and court decisions that affect the internal EEO program. All EEO and personnel management employees should possess the basic legal tools, skills, and knowledge that this course provides.

Description: You'll learn how to:

- Define and use legal terminology that applies to the Federal EEO program.
- Identify the principal sources of EEO laws, regulations, administrative rulings, and court decisions.
- Follow the progression of an EEO discrimination case through the administrative and Federal court systems.
- Discuss major EEO discrimination issues in cases decided by the courts.
- Apply the findings in landmark EEO court decisions in the private employment sector to employment in the Federal government.
- Describe the roles of OPM and EEOC in the Federal EEO program.

Audience: EEO directors, officers, investigators, specialists, and Hispanic Employment Program and Federal Women's Program managers are eligible to attend this course. Other agency officials with EEO responsibilities also are eligible to attend.

Phone: 632-9772

2 days

Federal EEO Affirmative Action Program Planning*

Code 22UA-C

Under EEOC Multi-Year Planning Instructions, Federal Affirmative Action Program Planning (AAPP) requires significantly more analysis and implementation strategy than previously mandated.

This course will enhance your skills in implementing and maintaining an effective and successful affirmative action program as a result of development of a realistic, cost-effective plan.

Description: You'll learn how to:

- Explain the historical events leading up to the development of current EEOC Affirmative Action Program Planning Instructions.
- Interpret all major requirements of EEOC AAPP instructions.
- Complete correctly all required sections of the AAPP.
- Explain the interdependency of all EEO-related plans required by EEOC and OPM.
- Identify management information systems (MIS) requirements for AAPP implementation, monitoring, and update.

Audience: EEO directors, officers, and specialists; personnel specialists; Special Emphasis Program managers; and other officials involved in affirmative action program planning.

Phone: 632-9772

4 days

Introduction to the Federal Equal Employment Opportunity Program*

Code 22VK-C

This course shows newly designated EEO and personnel specialists the main requirements of the Federal EEO program. As such, it will enable you to understand the special EEO rules of your particular agency.

This course covers the requirements of the *EEO Act of 1972*, as amended, the *Civil Service Reform Act of 1978*, *Executive Order 11478*, and OPM and EEOC regulations.

Description: You'll learn how to:

- Describe the development of the Federal EEO program.
- List agencies' responsibilities for establishing and maintaining EEO programs.
- Identify and discuss the roles, duties, and responsibilities of EEO specialists.
- List and describe the rights and responsibilities of Federal employees, supervisors, and managers under EEO regulations.
- Discuss EEO's relationship to the personnel management functions of your agency.

Audience: New Hispanic and Federal Women's Program managers, EEO assistants and technicians, other specialists who must understand EEO program requirements, upward mobility trainees with EEO target positions, agency officials assuming program responsibilities for EEO.

Phone: 632-9772

3 days

Investigation of Complaints of Discrimination*

Code 22UL-C

Newly designated and/or appointed EEO discrimination complaint investigators will receive the knowledge and basic skills they need in order to conduct complete and impartial investigations of individual complaints of discrimination. The course begins with a discussion of the EEO regulations. It then traces the steps in a complaint investigation from initial receipt of the complaint to preparation of the written report.

Description: Through group discussions, role play, and case studies, you'll learn how to:

- Collect pertinent information relevant to the EEO discrimination complaint.
- Conduct necessary interviews.
- Receive testimony in affidavit form.
- Prepare the written report.

Audience: Designated EEO discrimination complaints investigators and managers of complaints processing units. (This course is not designed for EEO counselors.)

Phone: 632-9772

4 days

This course can be conducted onsite. Call for dates, times, and costs.

Planning for Career Advancement*

Code 22VS-C

Agencies are required to provide opportunities for employees to advance, to develop skills, and to fully utilize their skills.

To take advantage of career opportunities, you need to know career planning techniques and strategies. This one-day workshop shows you how to outline strategies for career advancement.

It also helps agencies support Federal EEO affirmative action efforts.

Description: You'll learn how to:

- Assess your qualifications for advancement.
- Identify career walls and bridges.
- Develop strategies for career advancement.

Audience: Employees who want to increase job satisfaction and who want to advance. Especially useful for employees GS-9 and below.

Phone: 632-9772

1 day

This course is conducted onsite at agencies' request and can be adapted to meet specific agency needs. Call for dates, times, and costs.

Processing Complaints of Discrimination*

Code 22UC-C

Agencies can minimize the disruptions and expenses caused by lengthy complaints of discrimination by using employees who understand EEOC's complaints regulations to process them. This course gives you the technical information you need to administratively process complaints of discrimination.

Description: Through workshops and group discussions, you'll learn how to:

- Discuss the purposes and procedures of the EEO complaints process.
- Discuss EEOC's regulations and how they have been applied by the courts in cases involving Federal employees.
- Explain what constitutes a valid complaint.
- Distinguish between the administrative handling of an individual complaint and a class complaint.
- Describe the roles of a complaint representative, agency representative, complaints examiner, and agency EEO program official.
- Discuss the stages and time limits involved in processing of complaints of discrimination.
- Apply the procedures for resolving claims of relief in discrimination complaint cases.

Audience: EEO program officials and other Federal employees who need to know how to administratively process complaints of discrimination. Training officers should note on nomination forms the role a candidate has in handling complaints of discrimination.

Phone: 632-9772

2 days

Selective Placement and Veterans Employment: A Seminar for Coordinators*

Code 22UY-C

More emphasis is being placed on hiring handicapped individuals and disabled veterans.

This course will provide you with the skills, information, and insight needed for effective Selective Placement and Veterans Employment Programs.

Description: You'll learn how to:

- Explain policies, regulations, procedures, and practices relevant to employment of handicapped individuals, including eligibility requirements for veterans preference for disabled veterans.
- Effectively use the noncompetitive appointment authorities.
- Use techniques which can help selecting officials with the hiring, placement, and advancement of qualified handicapped persons and disabled veterans.
- Effectively resolve a variety of staffing and employee relations issues involving veterans employment.
- Outline methods which can be used to perform job analysis and restructuring.

Audience: Federal coordinators for Selective Placement and Veterans Employment Programs and staffing and EEO specialists who are responsible for the operation of the programs.

Phone: 632-9772

4 days

This course can be conducted onsite. Call for dates, times, and costs.

Special Emphasis Program Manager's Workshop*

Code 22UZ-C

The term "Special Emphasis Programs" (SEPs) refers to those employment-related programs which focus special attention on certain specific groups (minorities, women, handicapped individuals, and disabled veterans) as a result of a particular law, regulation, or Executive order. Several are addressed through governmentwide programs. Many agencies have SEPs that address employment-related concerns of other groups such as Asian-Americans, Pacific Islanders, Black Americans, and Native Americans where a need for special emphasis on the employment concerns of such groups has been demonstrated. This course will give SEP managers (SEPMs) the knowledge, skills, and abilities to effectively manage a SEP.

Description: You'll learn how to:

- Identify the role and major responsibilities of the SEPMs.
- Explain the emergence of SEPs as integral parts of the total EEO program.
- Assess current and potential problems in the employment and advancement of specific groups.
- Formulate strategies for developing, implementing, and evaluating an SEP.
- Present a briefing and practice handling questions from an audience on SEPs.

Audience: Designated Special Emphasis Program managers, personnelists, and EEO specialists with related responsibilities.

Phone: 632-9772

4 days

The Federal Women's Program: A Workshop*

Code 22UH-C

This course presents an overview of the skills which you, as a Federal Women's Program (FWP) manager, must have. Emphasis will be placed on those skills that are common to all managerial positions.

Description: You'll learn how to:

- Identify the role and major responsibilities of the Federal Women's Program manager.
- Formulate an overall FWP strategy.
- Implement FWP strategies.
- Assess current and potential problems in the employment and advancement of women.
- Develop strategies for implementing and evaluating the FWP as an integral part of the total EEO program.
- Make a presentation.

Audience: Designated Federal Women's Program managers, personnelists, and EEO specialists with related responsibilities.

Phone: 632-9772

5 days

The Hispanic Employment Program: A Workshop*

Code 22UU-C

This course presents an overview of the essential knowledge, skills, and abilities you will need as an agency Hispanic Employment Program (HEP) manager. Skills common to all managerial positions will be emphasized.

Description: You'll learn how to:

- Identify the goals of the Hispanic Employment Program.
- Explain the role and responsibilities of the Hispanic Employment Program manager.
- Identify the problem areas in planning and implementing the program.
- Develop strategies for implementing and evaluating the HEP program as an integral part of the total EEO program.
- Assess current and potential problems in the employment and advancement of Hispanics.
- Make a presentation.

Audience: Designated Hispanic Employment Program managers, personnelists, and EEO specialists with related responsibilities.

Phone: 632-9772

3 days

The Role of Supervisors and Managers in EEO*

Code 22UV-C

Supervisors must carry out EEO program objectives. Directions come from managers. Nonetheless, supervisors must understand the Federal EEO structure and requirements in order to carry out the mandates of EEO.

Learning these EEO requirements will enable you to prevent expensive, time-consuming discrimination complaints.

Description: You'll learn how to:

- Identify your responsibilities in affirmative action, upward mobility, affirmative employment programs, and discrimination complaints.
- Describe how you as a supervisor and manager can support EEO goals.
- Identify practices that could lead to complaints of discrimination.
- Recognize employment problems faced by minority groups and women.

Audience: All Federal supervisors, regardless of grade level.

Phone: 632-9772

3 days

This course can be conducted onsite. Call for dates, times, and costs.

Upward Mobility: Planning and Implementation*

Code 22US-C

Upward Mobility coordinators and planning teams need to know the options available in developing and implementing effective Upward Mobility programs. This four-day course allows you to examine options and discuss techniques for planning and managing Upward Mobility programs.

Description: You'll learn how to:

- Identify the six components essential for Upward Mobility programs.
- Identify positions for Upward Mobility placements.
- Describe selection/placement procedures for assessing the potential of candidates.
- Assess training needs for selected trainees and develop training plans to meet those needs.
- Identify strategies for implementing and evaluating your Upward Mobility program.

Audience: Personnel and EEO specialists who are responsible for designing, implementing, and evaluating Upward Mobility programs.

Phone: 632-9772

4 days

Equal Employment Opportunity Courses
 Staffing, Classification and EEO Curriculum
 Personnel Management Training Services
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Advanced EEO Counseling (22UF)	\$340		13-15								9-11		
Affirmative Action and the FEORP Program (22UW)	\$340		13-15					23-25					
Basic EEO Counseling (22UD)	\$420	22-25	19-22	16-19	21-24	18-21	10-21	15-18	12-15	17-20	22-25	19-22	16-19
EEO for Advisory Committee Members (22VB)	\$340						5-7						
EEO for Personnelists (22UX)	\$340					5-7							3-5
EEO for the Federal Employee (22VA)	\$110							25					
EEO Law: Its Impact on the Federal Program (22VI)	\$225					11-12							
Federal EEO Affirmative Action Program Planning (22UA)	\$420				14-17								9-12
The Hispanic Employment Program: A Workshop (22UU)	\$340		20-22										
Introduction to the Federal EEO Program (22VK)	\$340		4-6						19-21				
Investigation of Complaints of Discrimination (22UL)	\$420		5-8					28-1					

(Continued on next page)

Equal Employment Opportunity Courses *(Continued)*
 Staffing, Classification and EEO Curriculum
 Personnel Management Training Services
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planning for Career Advancement (22VS)			*THIS COURSE WILL BE PRESENTED AS A SINGLE-AGENCY ONSITE ONLY										
Processing Complaints of Discrimination (22UC)	\$340			2-4					7-9				
The Federal Women's Program: A Workshop (22UH)	\$495						10-14						
The Role of Supervisors and Managers in EEO (22UV)	\$340			11-13				9-11				13-15	
Selective Placement/Vets Employment: Seminar for Coordinators (22UY)	\$420				7-10					3-6			
Special Emphasis Program Managers Workshop (22UZ)	\$420			3-6								5-8	
Upward Mobility: Planning and Implementation (22US)	\$420					25-28							

*For information call FTS 8-632-9772 or commercial (202) 632-9772.

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IV. General Personnel Management

General Personnel Management emphasizes the real work of personnel management by showing how to carry out effectively the personnel process, assuring that it meets the needs of managers and their employees.

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Automated Personnel Systems*

Code 22AC-C

As managers of the human resources for the single largest employer in the United States, you must be provided with accurate, up-to-date information about changing agency needs and the new goals which have to be implemented. In order to perform your tasks more efficiently and effectively, it is essential that you be familiar with the potential use of automation in meeting your complex responsibilities.

This seminar is designed to provide you with the necessary tools to be able to define personnel management information needs in relation to automated systems, articulate those needs to ADP professionals, and properly evaluate system design proposals.

Description: Among the topics you will cover are:

- Review of basic ADP terminology and concepts.
- Steps in the design of Human Resource Management Information Systems (HRMIS).
- Meeting security and privacy requirements.
- The use of office automation in HRMIS.

Audience: Employees serving in the personnel field or closely associated with personnel administration at the GS-9 level and above. An introductory knowledge of ADP concepts and terminology is required.

Phone: 632-5636
3 days

Introduction to Personnel Management*

Code 22AA-C

This course focuses on the laws, rules, and regulations concerning Federal personnel management. Emphasis is on the relationship of personnel management to overall management of the organization.

Description: You'll learn how to:

- Identify the various programs and functions of Federal personnel management.
- Apply the basic laws and regulations affecting personnel management.
- Describe the roles, responsibilities, and relationships of personnel management to overall management of an agency and its employees.

Audience: Employees who need an introduction to the Federal personnel management system. This course prepares employees pursuing careers in personnel management for our more in-depth, technical courses in specific personnel disciplines.

Phone: 632-5636
3 days

This course can be conducted onsite at your agency. Call for dates, times, and costs.

Management of Personnel Evaluation Surveys*

Code 22AZ-C

This course is designed to develop the specific team leadership skills needed by team leaders of evaluation, planning, analyzing, supervising, etc. This 5-day course will give inexperienced team leaders an opportunity to develop basic team management skills. Additionally, the course will give experienced team leaders an opportunity to explore new ideas and strengthen their skills.

Description: You'll learn how to:

- Describe the multiple roles of the team leader.
- Determine your strengths and developmental needs as a team leader.
- Prepare an evaluation plan.
- Identify pre-onsite information needs.
- Establish and communicate team members' performance expectations.
- Describe the major phases of onsite activities.
- Evaluate team member performance.
- Communicate evaluation findings and recommendations.
- Describe the major methods of evaluation follow-up.

Audience: This course is designed for experienced Federal personnel management evaluators.

Phone: 632-5636

5 days

Personnel Management Evaluation: The Onsite Survey Method*

Code 22AJ-C

This course emphasizes the total survey concept and allows you to understand the interrelationships of the various elements as they apply to the complete evaluation process. Through workshops and group discussions, you will practice the tasks typically performed by an evaluator engaged in the evaluation process.

Description: You'll learn how to:

- Apply commonly used evaluation procedures in completing carefully selected evaluation assignments.
- Describe and explain the purpose and expected results of personnel management evaluation.
- Describe and explain the basic interrelationships among the major phases of the onsite survey process.
- Recognize the applicability of basic factfinding methods to information needs.

Audience: Those persons who will lead or participate in an onsite evaluation of personnel management programs. This course is a prerequisite for *Management of Personnel Evaluation Surveys* (Code 22AZ).

Phone: 632-5636

4 days

Personnel Management for Supervisors and Managers: A Workshop*

Code 22AQ-C

This course shows the changes in personnel policy and management as a result of CSRA and subsequent civil service regulations. As a manager or supervisor, you need to know and understand fully the impact of these changes to meet the personnel responsibilities of your position.

Description: In major areas of personnel management, you will develop skills and you will learn how to:

- Use merit system principles and avoid the use of prohibited personnel practices.
- Identify and use the principles of position management, performance management, and position classification.
- Use various methods for recruiting and staffing to fill positions.
- Understand better your role and responsibilities in labor-management relations, EEO, performance appraisal, employee relations, and training and development to improve organizational and individual performance.

Audience: Managers and supervisors. The responsibility of each requires skill and knowledge in personnel management.

Phone: 632-5636

5 days

This course can be conducted onsite at your agency. Call for dates, times, and costs.

Preparation and Review of Personnel Actions Workshop*

Code 22FU-C

This course is designed to assist personnel specialists and others who complete or review the Standard Form 50 and/or Standard Form 52 to be fully knowledgeable about the procedural instructions for completion of these documents.

Description: You'll learn how to:

- Read and explain decision logic tables.
- Explain and locate information in *FPM Supplement 296-33*.
- Accurately determine the entries on the SF 50 and SF 52 (as required by the Office of Personnel Management).
- Explain the need for revision of *FPM Supplement 296-31*.

Audience: Personnel specialists, assistants, clerks, and others who review the Standard Form 50 or 52, and who possess a knowledge of forms that pertain to appointments and other forms of personnel actions. For an introduction to this subject, the course, *Processing Personnel Actions: An Introduction* (Code 22AW), should be taken.

Phone: 632-5636

2 days

This course can be conducted onsite at your agency. Call for dates, times, and costs.

Processing Personnel Actions: An Introduction*

Code 22AW-C

Those employees who must process personnel actions need to have a broad understanding of the functions of the processing unit, as well as the procedural instructions required by regulation, *FPM Supplement 296-33*.

Because you will be responsible for determining for your agency's employees their eligibility for within-grade increases and veterans' preference, as well as service computation dates, it is essential that you know how to make these determinations accurately by using *FPM Supplement 296-33*.

Description: You'll learn how to:

- Correctly determine and verify service computation and creditable service determination.
- Complete various personnel forms for accessions, changes, and separations.
- Explain the organization of *FPM Supplement 296-33*.

Audience: Newly appointed personnel clerks, specialists, technicians, and assistants who are involved in processing and documenting personnel actions. The program is not appropriate for employees with extensive experience in these activities. Nominations of those persons with more than one year of personnel action processing experience is not recommended.

Phone: 632-5636

5 days

Using the Federal Personnel Manual*

Code 22AI-C

This course teaches you how to use and maintain the issuance system for Federal personnel laws, regulations, and guidance. You learn how to retrieve information from the *Federal Personnel Manual (FPM)* and the *Code of Federal Regulations (CFR)*.

Description: You'll learn how to:

- Describe the authority of and relationships among the *Constitution*, *U.S. Code*, *Code of Federal Regulations*, *Federal Personnel Manual*, and agency instructions.
- Recognize the difference between regulations and guidance.
- Find designated sections in the *Code of Federal Regulations* and the *Federal Personnel Manual* and use them in solving real-life personnel management problems.
- Describe the *Federal Personnel Manual* system, including the components, finding aids, and numbering system.
- File *Federal Personnel Manual* issuances, changes, and updates.

Audience: All employees who use or maintain the *Federal Personnel Manual* as a part of their assigned duties and responsibilities; also, managers and supervisors entering the Federal government service for the first time.

Phone: 632-5636

1 day

This course can be conducted onsite at your agency. Call for dates, times, and costs.

General Personnel Management Courses
 Personnel Management Training Services
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Automated Personnel Systems (22AC)	\$340							7-9					
Introduction to Personnel Management (22AA)	\$340		4-6		8-10		24-26		12-14		7-9		8-10
Management of Personnel Evaluation Surveys (22AZ)	\$495						17-21						
Personnel Management Evaluation: The Onsite Survey Method (22AJ)	\$420							14-17					
Personnel Management for Supervisors and Managers Workshop (22AQ)	\$495		18-22				3-7				14-18		
Preparation and Review of Personnel Actions Workshop (22FU)	\$225		14-15		13-14				5-6				22-23
Processing Personnel Actions: An Introduction (22AW)	\$495	21-25		9-13		10-14		21-25		16-20		4-8	
Using the Federal Personnel Manual (22AI)	\$110	18		6		3		7				11	

*For information call FTS 8-632-5636 or commercial (202) 632-5636.

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V. Labor Relations

Labor relations builds the labor relations skills of the management team by emphasizing management's rights and responsibilities, key skills and techniques—determining negotiability, negotiating labor agreements, preventing unfair labor practices, communicating with labor organizations, resolving grievances, and presenting arbitration cases.

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Arbitration Workshop*

Code 26CA-C

Arbitration is an orderly way to find the facts of grievances or contract disputes that arise between labor and management under a negotiated labor agreement. Moreover, arbitration is a critical way to resolve such a dispute. If management effectively presents its views and represents its interests at arbitration hearings, it will improve labor-management relations.

Persons who represent management in any third-party proceeding affecting agency labor relations must know the arbitration process.

Description: Lecture, group discussion, a simulated hearing, and case studies will show you:

- How arbitration resolves labor-management disputes.
- How to investigate, prepare, and analyze the facts of a case.
- How to select and use case presentation techniques at arbitration hearings.
- How to effectively present management's case before an arbitrator.

Audience: Labor relations specialists, staff attorneys, and personnel specialists who normally represent management at third-party proceedings.

Phone: 254-8020

4 days

Basic Labor Relations*

Code 26AB-C

Management personnel need to learn about labor relations and the Federal labor-management program. This course is a foundation for developing more labor relations expertise.

Description: Lecture, case studies, workshops, and readings will show you the basic rights and duties of the parties relating to:

- The union organizing campaign.
- Bargaining-unit determination and election procedure.
- Exclusivity, negotiability, and good-faith bargaining.
- The negotiation process and impasse resolution.
- Contract administration, grievance systems, and arbitration.
- Unfair labor practices.

Audience: Labor relations specialists, personnel officers, and other management and staff officials who must know about the labor-management relations program.

Phone: 254-8020

4 days

Determining Negotiability in the Federal Sector*

Code 26CP-C

Because agency management is authorized by the *Civil Service Reform Act* to negotiate with labor organizations on personnel policies and working conditions, it is crucial that management distinguish between union proposals that are negotiable and those that are not. Identifying the proposals that may be negotiable requires familiarity with the Federal Labor Relations Authority decisions.

Persons named to negotiate labor agreements must understand basic negotiability principles in order to represent management effectively.

Description: Lecture, group discussion, and case studies will show you:

- Principles for distinguishing which subjects are negotiable, non-negotiable, or permissively negotiable.
- Management's role in resolving negotiability disputes.
- Options for resolving negotiability disputes.

Audience: Persons named by agency management to negotiate labor agreements or to advise and help agency negotiations teams.

Phone: 254-8020

1 day

Fundamentals of Negotiating Labor Agreements*

Code 26AC-C

Agency management and labor organizations negotiate agreements on personnel policies and working conditions—agreements that may have extensive impact on agency operations. Because most labor agreements cover legal, administrative, and other technical subjects, management's ability to negotiate skillfully is vital to maintaining a sound labor management relationship.

Persons representing management must know the legal, technical, and behavioral aspects of negotiating a labor agreement.

Description: Lecture, group discussion, simulated bargaining, and case studies will show you how to:

- Grasp the legal and technical scope of negotiations.
- Analyze bargaining proposals to determine negotiability.
- Develop bargaining proposals.
- Choose and apply appropriate negotiating techniques.
- Draft contract language and effectively administer the contract.

Audience: Any persons designated by agency management to negotiate a labor agreement or provide advice and assistance to those who negotiate such agreements. (Prerequisite: Basic labor relations knowledge.)

Phone: 254-8020

5 days

Labor Relations for Personnelists*

Code 26AE-C

Many aspects of collective bargaining directly affect the personnel specialist. This course acquaints personnel specialists with the labor relations principles that characterize Federal personnel management.

Description: Participative lectures, case studies, films, and an in-basket exercise will show you how to:

- Interpret and apply key features of the regulatory environment.
- Prevent and resolve unfair labor practice charges.
- Identify the representation rights of exclusive unions.
- Administer a labor agreement.
- Handle grievances.
- Analyze the impact of labor relations on personnel management.

Audience: Personnelists responsible for personnel functions other than coordinating day-to-day labor-management relations.

Phone: 254-8020

3 days

Resolving Grievances Under a Labor Agreement*

Code 26CO-C

Effective grievance resolution by managers and supervisors requires behavioral, legal, and administrative skills. You must apply these skills at the reception, investigation, and decision stages for fair and expeditious treatment of employee grievances.

Managers and supervisors must apply effective grievance-resolution techniques.

Description: Case analysis, discussions, lectures, and role-playing workshops will show you how to:

- Describe the role, scope, structure and function of the negotiated grievance procedure in relation to other avenues of employee redress.
- Choose effective grievance resolution techniques.
- Develop and apply skills in grievance reception, investigation, and decisions.
- Discuss the role of managerial and administrative personnel in processing and resolving grievances under a labor agreement.

Audience: Managers, supervisors, and administrative staff who will typically be involved in grievance processing, investigation, and resolution.

Phone: 254-8020

2 days

Strategies and Tactics of Negotiating Labor Agreements*

Code 26CB-C

Members of bargaining teams must bargain with labor representatives efficiently, effectively, and with in-depth understanding of the nature of negotiations.

This is a workshop for public sector negotiators who want to sharpen their negotiating skills. In one-on-one and team simulations, you negotiate several issues in contract language form. Videotapes of your negotiations will improve your negotiating skills.

Description: The 3-day bargaining simulation and follow-up critique are augmented by lecture, film, and readings. This course will enable you to:

- Plan bargaining strategies consistent with a variety of management goals.
- Predict union positions and bargaining tactics.
- Select and use bargaining techniques that will resolve conflicts.
- Draft proposals and negotiate collective bargaining contract language.
- Develop plans for implementing negotiated agreements.

Audience: Managers, executives, staff officials, and other management team members who negotiate agreements with unions, or expect to do so. (Prerequisites: *Fundamentals of Negotiating Labor Agreements*, [Code 26AC], and *Basic Labor Relations*, [Code 26AB], or experience as a negotiator.)

Phone: 254-8020
5 days

Unfair Labor Practices Workshop*

Code 26CH-C

Given the number of unfair labor practices (ULP) charges, there is a need to respond effectively from the filing of the charge through the hearing.

Management specialists must learn how to analyze unfair labor practices, prevent unnecessary charges, and resolve any problems.

Description: Informal lectures, case studies, and a workshop will show you how to:

- Identify the range of actions that are prohibited by the unfair labor practice provisions of the law.
- Advise management on actions and conditions that, if not corrected, could lead to unfair labor practice charges.
- Analyze the evidence that would be required to sustain an unfair labor practice charge or defense.
- Advise management on effective strategies for dealing with charging parties or with the FLRA to resolve unfair labor practice issues.
- Assemble, critique, and outline cases for hearings and briefs before the FLRA.

Audience: Individuals who advise and represent management in preventing, preparing, and presenting ULP cases.

Phone: 254-8020
3 days

Labor Relations Courses
 Labor and Employee Relations Curriculum
 Personnel Management Training Services
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Arbitration Workshop (26CA)	\$550				14-17						8-11		
Basic Labor Relations (26AB)	\$550	8-11				25-28		-	20-23			26-29	
Determining Negotiability in the Federal Sector (26CP)	\$190			11					1				16
Fundamentals of Negotiating Labor Agreements (26AC)	\$575	21-25				3-7					21-25		
Labor Relations for Personnelists (26AE)	\$390			4-6			10-12					13-15	
Resolving Grievances Under a Labor Agreement (26CQ)	\$320						18-19						
Strategies and Tactics of Negotiating Labor Agreements (26CB)	\$575							7-11					
Unfair Labor Practices Workshop (26CH)	\$490									18-20			

*For information call FTS 8 254-8020 or commercial (202) 254-8020.

4/5

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VI. Managing Personnel Performance

Performance management is a systematic process which directs employee activities toward the accomplishment of an agency's mission and goals. Performance management courses are designed to show you how to integrate specific mechanisms such as agency appraisal, pay, and incentive systems with basic management responsibilities. Performance management training focuses on organizational performance, individual performance, and productivity improvements. These courses offer methods, techniques, and information that enable you to implement successful performance management systems in your organization.

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Individual Performance Plans: A Workshop*

Code 23PX-C

Good performance plans are easy to spot because they are being used. They identify and clarify employees' responsibilities and help employees carry them out. They help supervisors track and evaluate work.

How do you translate unit work objectives into individual elements and standards? How can you provide enough structure to ensure that critical work gets done without creating the kind of inflexibility that prevents responding to changes? How can you make sure your expectations are realistic and standards accurately reflect them?

Description: In this Workshop, you will:

- Identify critical elements that link performance plans to the unit work plan and agency objectives.
- Find alternative ways of measuring performance and pick the most workable.
- Rewrite and revise critical elements and performance standards so they are realistic and clear.

The workshop format will give you a chance to learn from other class members' experience and to share your own.

Audience: Supervisors and managers who must develop or review performance plans for subordinates.

Phone: 632-5600

3 days

Interaction Management

Code 23PZ-C

Description: This course provides new and experienced supervisors with a practical, step-by-step approach for dealing with a wide range of employee performance situations. Theory is not taught. Instead, you will work in a small group of participants from your own agency to examine and utilize critical steps that have been identified in successful interactions between supervisors and their employees.

Behavior modeling is used extensively in the course to teach critical supervisory skills. Participants will observe a highly effective approach to each situation by means of a videotaped model. The skill will be practiced immediately by the supervisors in the class and then followed by peer feedback from the other supervisors and the instructor.

This program is usually organized into eight half-day sessions for a period of one week. Other training formats can be designed on an agency-by-agency basis. Cost of the program is dependent on the size and format of the training.

Audience: New and experienced supervisors. Offered on a single-agency basis only, with a maximum class of sixteen participants.

Phone: 632-5600

This course will be presented as a single agency onsite only. Call for dates, times, and cost.

Managing Performance*

Code 23PC-C

As a manager or supervisor, you are managing performance now. You are responsible for the performance of your unit—performance of individual staff members and overall program accomplishment. You plan work for your operation, assign it, monitor and evaluate it, and ensure your staff are compensated appropriately for doing it.

Does performance management change what you are doing now? How do you write performance plans and rate employees? What personnel actions and program changes do ratings require and reward employee accomplishments?

Description: In this course you will survey the concepts, philosophy, and intent of performance management and get the basic information you need about regulations. You will learn how to tap existing resources and create new ones to:

- Link employee performance plans with work unit objectives and agency goals.
- Monitor work and get the information you need about performance.
- Give employees the feedback they need about their work.
- Use performance appraisal and work unit evaluation results to effect change and improvement.

Audience: Managers and supervisors.

Phone: 632-5600

3 days

Performance Appraisal: Counseling and Feedback*

Code 23PP-C

This course focuses on the specific interpersonal communication skills needed to carry out face-to-face aspects of performance management successfully. The workshop is designed to give you the skills to implement performance management and to conduct the discussions relating to the periodic appraisal. You will not only understand the concepts but also will have the opportunity to build upon or improve your counseling and coaching skills.

Description: This program uses lecture, demonstration, brief readings, film, and workshops. At the end of the course, you will be able to:

- Improve interpersonal skills needed to deal successfully with employees.
- Conduct counseling interviews using techniques and strategies discussed in class.
- Provide feedback in an appropriate and timely manner.
- Describe the dynamics of the appraisal process.

Audience: Supervisors and managers and other employees whose work includes providing employee counseling and feedback.

Phone: 632-5600

3 days

Performance Management Update*

Code 23PE-C

As regulations and systems change and as your agency and others develop and implement their performance management systems, you will want to know what is working and what isn't. You will need the latest guidance and experience in managing work performance and a chance to test your own ideas and experience with others.

Description: *Performance Management Update* will give you a current understanding of:

- New and proposed rules, laws, and guidance regarding performance appraisals.
- Impacts on awards, promotions, pay raises, and RIF.
- How agencies are linking performance, pay, and awards with organizational planning and evaluation.

Each 1-day session will deal with a specific topic and related issues and tactics. Actual strategies and program structures and procedures will be showcased. Regulations and their implications will be candidly and realistically addressed.

Audience: Those who are designing, using, and administering performance management systems. Topics for individual sessions may be relevant to different needs and audiences. Those wishing a more comprehensive course should take *Managing Performance* (Code 23PC).

Phone: 632-5600

1 day

Position Analysis and Design*

Code 23GX-C

Improve your agency by tuning the job roles there. You'll shape productivity, morale, and costs.

Employees who arrange job roles learn how to do their own job better here.

Description: Workshops, discussion, lectures, and readings will show you how to:

- State how position analysis and design can benefit your agency.
- Outline how to set up an organization review system at your agency.
- Cite common position analysis issues.
- Describe several ways to organize work.
- State the roles and relationships of the staff specialists working in position analysis and design.
- Weigh costs and benefits when organizing work to increase organizational effectiveness.

Audience: Program analysts, management analysts, and others who do position analysis and design.

Phone: 632-5600

3 days

Presenting Analytical Reports

Code 23PG-C

Win managers' attention, comprehension and respect with these skills:

Organization—Clarity—Brevity—Tone.

Description: By overhead projector, you'll see "all-star" writing—hundreds of examples. Each makes a striking point about how (or how not!) to write an analytical report. Learn how to:

- Order your points and the analytical report visually.
- Devise examples that illuminate without distracting.
- Weed out the words that typically sap a "Summary of Conclusions and Recommendations."
- Get action by being collegial, constructive, and concrete.

Audience: Management analysts and program analysts, and staff specialists who conduct analyses and write reports to managers.

Phone: 632-5600

4 days

Performance Management Symposium*

Code 23PA-C

What does performance management mean to executives and senior managers? How does it affect the way you do your job and the way your subordinate managers do theirs? What systems are now in place to help you handle the process of managing performance? What changes are taking place and what effects will they have? Where do you, as a senior manager, find yourself uniquely faced with problems? How can you combine new and existing tools to solve them?

Description: This symposium is an intensive practicum designed specifically for executives and senior managers and "gets down to cases" regarding performance management problems and solutions. Each symposium is limited to 30 participants, and many of the activities involve small workgroups of 5 or 6 people.

You will work with your own organizational experiences to improve your:

- Performance management systems.
- Personal management skills.
- Understanding of the latest OPM regulations and guidance on performance management.

Audience: Limited to executives and senior managers (SES and GM-15 and equivalent).

Phone: 632-5600

Managing Personnel Performance
Performance Management Curriculum
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Individual Performance Plans: A Workshop (23PX)	\$310	28-30		2-4		19-21			28-30		1-3		3-5
Interaction Management (23PZ)			*THIS COURSE WILL BE PRESENTED AS A SINGLE-AGENCY ONSITE ONLY										
Managing Performance (23PC)	\$300						24-26				28-30		
Performance Appraisal: Counseling and Feedback (23PP)	\$310		6-8		8-10		17-19		5-7		14-16		3-5
Performance Management Update (23PE)	\$110				31					30			
Position Analysis and Design (23GX)	\$300			11-13			12-14				16-18		
Presenting Analytical Reports (23FG)	\$380	15-18			21-24	18-21			27-30	30—3			2-5
Performance Management Symposium (23PA)			*THIS COURSE WILL BE PRESENTED AS A SINGLE-AGENCY ONSITE ONLY										

*For information call FTS 8 632 5600 or commercial (202) 632 5600.

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VII. Personnel Complementary Courses

In order to perform effectively, personnelists need to know more than just the latest update on personnel regulations. By looking through our complementary section, you will find courses that will enhance your knowledges and professional skills as a personnelist. We offer a wide variety of courses ranging from Government Operations (to help you understand general and personnel policy development in the Federal government) to Technologies in Instruction (using personal computers, videotapes, etc., to meet training needs), all of which can be adapted to increase efficiency and productivity in a changing work environment. You'll enjoy taking courses such as Basic Communication Skills, Integrating Office Operations with Information Technology, and Making Meetings Work. All of these courses can be used to benefit the personnelist, classifier, and other personnel in key positions in an organizational setting

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Accelerated Reading

Code 25DZ-C

Reading demands are ever increasing for the government employee: more memos, letters, catalogs, books, newsletters, reports, etc. You may feel you can't keep up with these demands because you read slowly and have difficulty retaining what you read.

Description: This course will help you increase your reading speed by at least 50 percent and maintain at least the same level of comprehension. The course uses a variety of reading skill techniques suitable for different types of government reading materials.

Accelerated Reading provides individualized learning activities to improve reading skills:

- Speedreading drills: previewing, skimming, and scanning exercises.
- Practice exercises to develop word power.
- Critical reading skills.
- Ways to remember what is read.

Objectives are achieved through class discussions, videotapes, reading machines, practical exercises, and periodic conferences with the instructor. Reading tests on the first day assess your needs and on the last day measure your progress. The instruction will be tailored to meet your individual needs.

Audience: Those who need to increase reading speed and comprehension.

Phone: 632-6047
10 half-days

Basic Communications Skills

Code 25PD-C

This course is an introductory "umbrella" course in communications skills development.

Description: In skill-building workshop sessions, you work to improve speaking, listening, and writing skills. In small and large group sessions, you demonstrate your mastery of verbal, oral, nonverbal, and coping skills. Many presentations are videotaped and replayed so that mistakes can be corrected immediately. The taping also allows you to see yourself as others see you.

Specifically, you will learn to:

- Write short government communications.
- Listen and react with understanding.
- Give well-planned oral presentations.
- Develop new approaches in coping with office problems.

To help you attain an overall awareness and appreciation of effective communications and gain confidence in your own abilities, the course includes a variety of training methods: videotaped replay and evaluation, brief lectures, small and large group learning activities, role playing, and teletraining.

Audience: Entry-level and all other employees who need to improve basic communications skills.

Phone: 632-6047
5 days

Computer Literacy for Managers and Supervisors

Code 24AX-C

An understanding of the application of computer technology has become a necessary, basic skill. In addition, the low cost of microcomputers has resulted in their proliferation throughout the Federal government. As a manager you have the responsibility to become computer literate in order to make optimum use of this technology. A computer-literate individual is one who is informed and knowledgeable about computer technology, possesses the competence to discuss automation, and understands data processing fundamentals.

Description: Through lectures, workshops, and demonstrations, you will gain knowledge in:

- Computer concepts and terminology.
- Computer components: hardware and software.
- Large-scale computers, minicomputers, and microcomputers.
- Basic programming.
- Computer applications:
 - data processing.
 - word processing.
 - office information systems.
 - management information systems.
- Computer security.

Audience: All non-data-processing managers and supervisors who are or will be using computers.

Phone: 632-5600

3 days

Computer Literacy Training for Administrative and Clerical Personnel

Code 24AW-C

Computers are a major component of our work environment and are used to handle information and to help solve problems. Therefore, an understanding of computer technology has become a necessary, basic skill. In addition, the low cost of microcomputers has resulted in the proliferation of their use throughout the Federal government. Everyone has the responsibility to become computer literate in order to make optimum use of this technology. A computer-literate individual is one who is informed and knowledgeable about a computer, possesses the competence to discuss automation, and understands data processing fundamentals.

Description: Through lectures, workshops, and demonstrations, you will gain knowledge in:

- Computer concepts and terminology.
- Computer components: hardware and software.
- Large-scale, mini-, and microcomputers.
- Basic programming fundamentals.
- Computer applications.
- Computer security.

Audience: All non-data processing personnel who are in administrative, clerical, and secretarial positions.

Phone: 632-5600

3 days

Constructive Conflict Resolution

Code 25HE-C

Conflict is inevitable in any organization; but, unless it is properly managed, unresolved conflict can cause low morale, low productivity, high personnel turnover, and high absenteeism.

Constructive Conflict Resolution will provide you with techniques to confront and manage organizational conflict.

Description: Through brief lectures, practical exercises, role playing, films, and group discussions, you will learn to:

- Use different and effective ways of managing conflict, including negotiation and collaboration.
- Recognize the kinds of behavior that can inhibit or enhance conflict resolution.
- Give and receive criticism and delegate work assignments without creating conflict.
- Handle disruptive employees or fellow workers.
- Create working conditions conducive to employee cooperation.

This course is a nonclinical workshop — not group therapy — in which you receive options, suggestions, and guidelines for conflict resolution. The material is presented in a nonthreatening manner.

Audience: Government employees who want to learn more about handling conflict.

Phone: 632-6047

3 days

Freedom of Information Act and Privacy Act Workshop for Administrative and Secretarial Personnel*

Code 21LY-C

The program's principle objective is to develop a working knowledge of the *FOI-Privacy Acts* among executive branch agency employees. You will learn how the concepts and the provisions of the Acts apply to your individual agency work situations.

Description: Numerous workshops and guided discussions are used to reinforce material and concepts introduced through readings and brief, informal lectures. Other aspects include an "in-basket" exercise and a role play situation. There are 8 hours of mandatory, guided precourse study for which additional training hours are granted.

At the end of this course, you will be able to:

- Route FOIA-PA requests according to agency regulations.
- Evaluate individual requests.
- Choose appropriate agency responses to the more difficult or ambiguous requests under both Acts.

Audience: Federal, state, and local government employees in administrative, technical, secretarial, and clerical support staff positions involved in implementation of their agency's FOIA-PA regulations. Generally, nominees are in grade levels GS-3 through GS-10.

Phone: 254-3211

2 days

Government Operations Seminar*

Code 37LG-C

In order to function effectively, Federal employees need to understand the context in which government policy is made and the procedures that are part of the policy implementation process. This course provides an overview of government operations and policy development within the environment of the Federal government.

The Seminar provides information for new professionals, employees preparing to take on new responsibilities and/or who are targeted for upward mobility assignments, and others with a need to know more about Federal organization, structure, and priorities.

Description: Through lectures, group, and panel discussions, you will learn about:

- The Constitutional and political basis of government.
- Organizational and functional relationships among agencies.
- Interactions of the executive, legislative, and judicial branches.

Agency officials, scholars, Members of Congress and congressional staff, and other professionals form a guest faculty to supplement instruction by the Government Executive Institute staff.

Audience: Participants should be at the GS 7 level and above.

Phone: 632-5662

3 days

Integrating Office Operations with Information Technology

Code 24BI-C

Economy and increased productivity in the government office have dictated the consideration of alternatives to manual methods of data entry, information processing, record and correspondence storage and retrieval, and communications. Applications of systems analysis ensures the technical, operational, and economic feasibility of automated office procedures.

Description: Through lecture, discussion, and workshop exercises, you will cover the following topics:

- Study of office requirements.
- Data entry.
- Indexing office records for retrieval.
- Micrographics.
- Word processing.
- Electronic mail.
- Facsimile transmission.
- Information retrieval.
- Integration of systems.

Audience: Managers, functional analysts, clerical supervisors, and data processors involved in designing an automated office. A basic knowledge of data processing concepts is presumed.

Phone: 632-5600

3 days

Interpersonal Communications

Code 25EH-C

This course is designed to help you, whether you are a manager or a staff member, to develop skills necessary to improve working relationships.

Since getting along with others usually involves a large measure of self-understanding and self-acceptance, this course will help you develop some insight into how you regard yourself and will suggest how you can increase self-esteem. You can then become more aware of how you relate to others and how others relate to you. And you can start working toward improving communication skills.

Description: In this course, you will cover the following topics:

- The communications process.
- Human relations problems in the work place.
- Problem-solving techniques.
- Human needs and motivation.
- Job stress and how to minimize it.

To achieve course objectives, the instructor uses practical exercises, brief lectures, role plays, films, and group discussions. This course is a nonclinical workshop—not group therapy—in which you receive suggestions and guidelines for improving your interpersonal communications.

Audience: Government employees who want to improve their working relationships.

Phone: 632-6047
3 days

Introduction to Office Automation

Code 24SB-C

Most offices today must maintain their current level of operation without increasing spending or staff. Recent research emphasizes the importance of office automation technologies to today's office environment. This seminar introduces the new or potential user to the various facets of office automation.

Description: Through presentations and participation, you will learn about these topics:

- The concept and major objective of automation.
- Office automation hardware and software components, technologies, and terminology.
- Human factors in office automation.
- Steps in the development of automated office systems.

Audience: Employees who are or will be using automated office systems.

Phone: 632-5600
3 days

Introduction to Supervision*

Code 36JD-C

When you become a supervisor, you change careers. Your technical know-how is still important, but now you must get work done through other people.

Description: This course helps you to identify your place in the management team. It teaches you how to make the best use of human resources, and it helps you plan your continuing development as a supervisor. Sessions include an introduction to:

- Your supervisory style.
- Management rights and responsibilities.
- How to delegate and assign work.
- Performance standards and performance appraisals.
- Encouraging excellent performance.
- Taking action on a problem employee.
- Getting the right people at the right pay.
- Your career development.

Audience: For new supervisors and managers, and for people interested in careers in supervision.

Phone: 632-5671

5 days

Some sessions of this course will be conducted in Northern Virginia.

Leadership and Women*

(Open to women and men)

Code 21PP-C

Today, the number of women in government leadership positions is rapidly increasing. Whether as supervisors, labor union officials, program or project managers, or in informal settings, women leaders are a valuable resource in improving the organizational climate and in increasing productivity.

This course introduces men and women to concepts and skills, such as solving organizational problems as a team, shifting job content from technical to leadership skills, and supervising and being supervised in a changing workforce environment.

Description: Instructional strategies used in this course are designed for maximum group interaction. Background reading assignments, supplemental role plays, discussions, case studies, and simulations are used. At the end of this course, you will be able to:

- Assess your primary style of leadership and tendencies to practice a single style.
- Identify the characteristics of various leadership styles and determine the effects of each on the behavior and performance of others.
- Better understand your role as a supervisor and identify specifically your role in the organization.

Audience: Employees in managerial, professional, technical, or administrative positions.

Phone: 254-3211

3 days

Letterwriting in Government

Code 25DA-C

Government letters are socially, politically, and economically important. Socially, they can express courtesy and respect for the reader. Their style, tone, and language shape the public image of government agencies. Politically, they can serve the Jeffersonian ideal of an informed electorate. Economically, simple and direct government letters can save millions of tax dollars as both public and private sectors profit from clear directives and specifications, accurate information, and specific requests.

If you have significant letterwriting responsibilities, your contribution to the public interest increases with the effectiveness of your letters.

Description: Through practical exercises, films, discussions, and case studies, you will analyze and practice good letterwriting. You will learn to:

- Undertake your letterwriting with awareness of: your reader's needs, your role as a communicator; organization; tone; and, straightforward, economical language.
- Diagnose problem areas in your letters.
- Plan and write letters that clearly and quickly state your purpose, flow smoothly and logically, and conclude effectively so that the desired reader action will result.

Audience: Government employees who have significant responsibilities for writing letters.

Phone: 632-6047
3 days

Management of Time

Code 21CW-C

Public employees at all organizational levels are finding that more and more demands are being placed on them. Increased paperwork, an increased number of meetings, emphasis on productivity, interruptions, changing organizational objectives, and delayed budgets are only a few of the reasons management of time has become increasingly important. Management of time will allow you to work smarter, not harder, to stay ahead of the crises.

Description: This seminar uses lectures, films, discussions, and workshops. At the end of this course, you will be able to:

- Illustrate how assumptions about time management affect ability to manage time
- Identify personal habits and/or work demands that prevent maximum productive use of time.
- Understand better the interpersonal skills involved in effective delegation.
- Use techniques to set personal priorities and negotiate organizational results.
- Eliminate self-defeating behaviors relating to time management.
- Delegate more work and build staff expertise.

Audience: Supervisors and other professionals functioning in either staff or line capacities.

Phone: 254-3211
3 days

People: Key Factor in Office Automation

Code 24SF-C

The goal of all office automation projects is to help office workers become more effective in their jobs. Yet, office workers often resist automation and, as a result, the productivity gains envisioned by system planners never materialize. This course gives you guidelines on how to gain acceptance of, and benefits from, office automation.

Description: Through the use of film, case studies, and practical exercises, you will be able to:

- Understand how change affects users.
- Overcome user resistance to change.
- Gain user acceptance of office automation.
- Develop implementation strategies.
- Develop an effective training program.

Audience: Supervisors, office managers, project managers, and executives who have a basic understanding of office automation.

Phone: 632-5600

2 days

Planning Techniques for Management

Code 23FV-C

Planning may be a manager's most fundamental responsibility.

To achieve goals, a manager must direct and coordinate organizational activities. Management and staff accomplish this by planning policies and procedures that guide decision making at all levels.

Managers organize, lead, and control the work of an organization by making plans that give purpose and direction to the organization. Plans provide a basis for measuring and managing performance.

Staff assistants often participate in planning to collect and organize the information.

Description: Through lectures, discussions, and case studies, you'll learn:

- The context of planning.
- Types of plans.
- Goals and objectives.
- Forecasting techniques.
- Scheduling.
- Decision theory.
- Sensitivity analysis.
- Managerial aspects of planning.

Audience: Program managers and their analytical staff responsible for policy or operational plans.

Phone: 632-5600

5 days

Presenting Statistics Using Graphs, Charts, and Tables

Code 23LD-C

Federal employees are frequently requested either to interpret or present statistical data in the form of graphs, charts, and tables. Whether for a management briefing, an internal report, a publication, or solely for informational purposes, the understanding of statistical presentation techniques is an invaluable tool.

Those working in these areas need to better understand the various ways to present data.

Description: This course enables you to:

- Interpret published data appearing in the form of a graph, chart, or table.
- Understand the various ways to present statistical data.
- Know the tools available and mechanics of constructing graphs, charts, and tables.

Audience: Those needing to learn how to interpret and present data objectively.

Phone: 632-5600

3 days

Problem Solving and Decision Making*

Code 36JH-C

The best managers excel at making the tough decisions and handling the most difficult problems. Your success in these tough situations may depend on your approach to the art of problem solving and decision making. Furthermore, the approach you select should be influenced by your personal strengths and the strengths of the people you manage.

In a given situation, you're more likely to take an effective approach if you can answer these questions about yourself and your staff:

- Do you gather data from experts and "check it" with your value system?
- Do you believe the evidence of your "senses" or your "hunches?"
- Do you sell your ideas logically or evangelically?
- Do you meet deadlines early or work best under pressure?

Description: *Problem Solving and Decision Making* helps you to answer the questions listed above and to apply those answers to the problems and decisions you face as a government manager. Course topics include how to utilize the strengths of others, the power of the informal organization, and "back home" applications.

Audience: Open to all employees, but designed for those who already have some experience or training in supervision.

Phone: 632-5671

3 days

Some sessions of this course will be conducted in Northern Virginia.

Regulation Development and Control Institute*

Code 37LM-C

Congress delegates broad authority to departments and regulatory agencies to make and promulgate rules and regulations. At the same time, both Congress and the President have sought increasingly to control and supervise the way in which this delegated authority is exercised. As a result, departments and agencies have an increasing need for qualified and knowledgeable personnel to draft regulations and supervise the regulatory development process.

The *Regulation Development and Control Institute* is designed to help those who are assigned the task of writing and developing regulations.

Description: Through structured regulatory drafting exercises, lectures, and case studies, the course provides:

- Regulation drafting assignments of varying complexity and type.
- A discussion of the relationship between planned regulations and existing statutes and regulations.
- An examination of the function of legislative history and legislative intent in the development of regulations.

Audience: Executive branch employees whose jobs require a knowledge of the regulatory drafting process and the development of good drafting techniques.

Phone: 632-5662
3 days

Report Writing in Government

Code 25DD-C

Reports have become an essential part of the communications process in government. There is a constant flow of them to the American public, while within agencies they have become critical to management decision making. Well-written reports do the job they're intended to do, quickly and effectively. But reports that are vague, unconvincing, and unfocused mean that decision makers ignore recommendations and put aside your reports in disgust and frustration.

As a report writer, you must communicate facts and ideas clearly and logically, using straightforward language, so that your readers can effortlessly get your message.

Description: By means of brief lectures, class discussions, tests, films, and practical exercises, you cover the following topics: the communication process, what a good report should do, the systematic approach to writing, the distinction between fact and inference, and the elements of the message—the writing itself.

You will learn to:

- Define the purpose and scope of a report.
- Collect, assemble, and sort out data.
- Organize and outline material.
- Write a report so that its purpose, scope, findings, conclusions, and recommendations (if any) are clear to the reader at the first reading.

Audience: Government employees who write reports and who have a good knowledge of grammar and the fundamentals of writing.

Phone: 632-6047
4 days

Successful Implementation of the Freedom of Information Act and the Privacy Act*

Code 21LZ-C

The successful implementation of the Freedom of Information Act and Privacy Acts depends on widespread understanding of their intent and specific provisions. This course is designed for officials who are assuming initial responsibilities related to implementation of these Acts and an in-house agency program.

Description: The course includes information about the impact on functions such as recordkeeping, personnel, ADP, and contracts. However, the specifics of the course may be adjusted depending on participant interest.

At the end of this course, you will be able to:

- Understand the interface between the two Acts and the penalty provision of both.
- Interpret and explain the guidelines issued by the Department of Justice and the Office of Management and Budget.
- Distinguish between appropriate and inappropriate responses to requests under both Acts.

Audience: Nominations should be based on level of responsibility and involvement in the Privacy Act and FOIA matters. Generally, nominations should be Federal, state, and local government employees at the GS-13 level or above.

Phone: 254-3211
2 days

Techniques of Negotiating

Code 25HG-C

Are you afraid to get involved in agency negotiations? Do you understand the cooperative negotiation process? Do you know the techniques of constructive negotiation? Are you intimidated by the nature of those on the other side of the transaction?

Description: This workshop shows you how to gain more and lose less in negotiations through the successful use of various strategies and tactics in conducting cooperative ("win-win") negotiations. This is not a course in negotiating procurement contracts or labor-management relations contracts. Rather, its emphasis is on negotiating such areas as private business compliance with Federal laws and regulations, interagency service agreements, and Federal employee performance.

You will learn to:

- Identify, evaluate, and sharpen present negotiating skills.
- Develop action plans for successful negotiating.
- Develop and apply a negotiating philosophy suitable for your use.
- Recognize and react to nonverbal communications in the negotiation process.
- Develop and implement successful strategies and tactics in conducting negotiations.
- Conduct individual and team negotiations successfully.

Audience: Government employees, particularly supervisors and managers, who want to improve their skills in daily negotiations with their employees, other supervisors, and managers.

Phone: 632-6047
3 days

Personnel Complementary Courses
Personnel Management Training
Fiscal Year 86 Schedules

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Accelerated Reading (25DZ)	\$325			2-13		24-7		28-9				18-29	
Basic Communication Skills (25PD)	\$325		4-8			10-14		7-11				18-22	
Computer Literacy for Managers and Supervisors (24AX)	\$360		13-15		28-31		19-21		7-9		9-11		10-12
Computer Literacy Training for Admin. and Clerical Personnel (24AW)	\$360	2-4		11-13		19-21		23-25		18-20		13-15	
Constructive Conflict Resolution (25HE)	\$275	23-25			22-24		10-12		27-29		9-11		2-4
FOI/Privacy Acts Workshop for Admin. & Secretarial Personnel (21LY)	\$225		25-28				10-11			19-20			18-19
Government Operations Seminar (37LG)	\$350									16-18			
Integrating Office Operations With Information Technology (24BI)	\$340			4-6								4-6	
Interpersonal Communications (25EH)	\$275	16-18		16-18	13-15		12-14	9-11		4-6	28-30		24-26
Introduction to Office Automation (24SB)	\$340	2-4			8-10			7-9					24-26
Introduction to Supervision (36JD)	\$385		18-22	2-6	6-10	24-28	17-21	28-2	19-23	2-6	21-25	11-15	8-12
Introduction to Supervision* (36JD)	\$385	21-25			27-31			7-11		23-27			
Leadership and Women (21PP)	\$275		18-20	16-18	27-29		10-12		19-21	30-2			8-10

* These sessions will be conducted at a Northern Virginia location.

(Continued on next page)

Personnel Complementary Courses (Continued)
Personnel Management Training
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Letterwriting in Government (25DA)	\$275		18-20		29-31		5-7		7-9	23-25		20-22	
Management of Time (21CW)	\$275	7-9		16-18		19-21		7-9			23-25	4-6	3-5 24-26
People: Key Factor in Office Automation (24SF)	\$230			4-5					1-2				
Planning Techniques for Management (23FV)	\$445		4-8					7-11				25-29	
Presenting Statistics Using Graphs, Charts, and Tables (23LO)	\$300	16-18		17-19		19-21		22-24		10-12		19-21	
Problem Solving and Decision Making (36JH)	\$295	7-9		4-6		3-5				16-18			
Regulation Development and Control Institute (37LM)	\$350			9-11								18-20	
Report Writing in Government (25DD)	\$300	15-18	12-15		21-24	18-21		1-4	27-30		8-11		2-5
Successful Implementation of the FOI/Privacy Acts (21LZ)	\$225	24-25			8-9				14-15			20-21	
Techniques of Negotiating (25HG)	\$275		25-27			3-5		2-4				13-15	

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VIII. Personnel Staffing

Personnel staffing helps management identify, select, and retain the best personnel to work towards achieving organizational goals and objectives. Personnel staffing spotlights procedures and regulatory requirements, personnel evaluation and assessment techniques, and options available to the management team during times of changing resources.

Staffing specialists and other personnelists learn how to implement Federal personnel staffing procedures and thereby facilitate management's selection and retention of competent, productive employees.

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Assessment I: Introduction to Job Analysis*

Code 22GB-C

Job analysis is a systematic process for obtaining information about a job. Anyone working with merit promotion programs needs to understand this process.

A job analysis is required to ensure that you are using job-related selection criteria.

This means you must identify the knowledges, skills, and abilities that are required to perform a job and then develop a crediting plan to rate applicants on these factors.

Description: You'll learn how to:

- Conduct a simple job analysis consistent with legal and regulatory requirements.
- Develop a crediting plan for rating training and experience.
- Rate applicants using a training and experience rating guide.

Audience: Anyone who needs a basic introduction to job analysis as it is used in personnel staffing. This course supplements *Personnel Staffing in the Federal Government* (Code 22FW), but is not intended for those who have taken *Basic Staffing and Placement* (Code 22FA), unless a review is desired.

Phone: 632-9772

3 days

Assessment II: Personnel Assessment and Selection*

Code 22FH-C

Personnel staffing specialists are responsible for identifying the best qualified applicants for positions. To do this, you must be able to develop and apply a variety of assessment tools such as training and experience rating guides, supervisory appraisals, and structured interviews. You also must be familiar with the legal and regulatory requirements that apply to these selection devices.

Description: You'll learn how to:

- Conduct job analyses using a method that identifies and analyzes the knowledges, skills, abilities, and personal characteristics required to perform a job.
- Select and develop three types of personnel measurement and appraisal devices: training and experience rating schedules, supplemental supervisory appraisals, and structured interviews.
- Rate and rank candidates using job-related knowledges, skills, and abilities.

Audience: Experienced personnel specialists whose responsibilities include staffing or who have taken staffing courses, such as *Basic Staffing and Placement* (Code 22FA), or *Assessment I: Introduction to Job Analysis* (Code 22GB).

Phone: 632-9772

5 days

Assessment III: Developing a Rating Schedule*

Code 22GC-C

Rating schedules are used to assess applicant qualifications under merit promotion programs. These rating schedules must be objective, valid, reliable, and job-related. How well a rating schedule meets these requirements depends on your skills in analyzing a job and writing the rating guide.

This course is designed to assist experienced staffing specialists with the more difficult and complex aspects of analyzing jobs and developing rating schedules. The course combines lectures and workshops to provide you opportunities to practice your skills and to receive feedback and critiques of your work products.

Description: You'll learn how to:

- Perform job analyses and write rating schedules for moderately complex situations such as mixed series, multiple grades, and multiple positions.
- Use a rating schedule to rate applications.
- Calculate interrater reliability estimates for a rating schedule.
- Review documented job analyses and rating schedules in order to identify problems.

Audience: Staffing specialists with experience in developing and applying training and experience rating guides. Participants should have attended *Assessment II: Personnel Assessment and Selection* (Code 22FH), or have equivalent experience and knowledge.

Phone: 632-9772

3 days

Basic Staffing and Placement*

Code 22FA-C

Personnel staffing specialists need an in-depth knowledge of the staffing process in order to provide advice and assistance to management. You need to know how to analyze positions; you must be familiar with techniques for recruiting applicants to your agency; you must be able to determine applicant qualifications; and, you must understand a wide variety of appointing procedures and special programs.

Description: You'll learn how to:

- Conduct a simple job analysis to identify the knowledges, skills, and abilities (KSAs) required to do a job and to develop a rating guide to measure those KSAs.
- Identify various sources of applicants.
- Assess qualifications using the *Handbook X-118 Qualification Standards* and training and experience rating guides.
- Explain a wide variety of personnel staffing programs including competitive examining, merit promotion, and special employment programs.

Audience: Personnel staffing specialists or others who need a working knowledge of personnel staffing regulations. Technical or administrative personnel who need an overview of staffing should attend *Personnel Staffing in the Federal Government* (Code 22FW).

Phone: 632-9772

10 days

Career Alternatives in a Changing Workforce*

Code 22QK-C

Federal agencies are obligated to assist employees who are affected by reductions in force, contracting, and other changes to make career decisions and transitions.

Adoption of special programs to help affected employees locate other jobs either in the same agency, in other agencies, or in private employment is to the agency's benefit in terms of morale and good employer-employee relationships.

This one-day workshop helps you identify strategies and resources to plan for a new position or a new career.

Description: You'll learn how to:

- Realistically identify your economic resources.
- Perform assessments of your skills and values.
- Write clear, complete SF-171s and resumes.
- Conduct a job/career search.
- Apply effective interviewing techniques.

Audience: Federal employees who have been, or expect to be, affected by a reduction in force.

Phone: 632-9772

1 day

This course is offered as a single-agency, onsite program only. Call us at the number shown above to arrange for dates, times, and costs.

Issues Seminar for Senior Staffing Specialists*

Code 22FM-C

Federal personnel management is a dynamic program. Changes in Federal policies and programs affect agency missions, budgets, and priorities. These changes may affect the skills needed in an organization. Changes to Federal personnel regulations affect the procedures and processes used to recruit, employ, and retain high quality employees.

As senior staffing specialists you must be aware of new policies, programs, regulations, and their impact on your agency's staffing programs and objectives.

Description: You'll learn how to:

- Prepare RIF notices.
- Explain grievance/appeal procedures.

Audience: Personnel staffing specialists, employee relations specialists, or others whose responsibilities include directing or administering a RIF. A basic knowledge of Federal staffing procedures is a prerequisite.

Phone: 632-9772

3 days

Job Analysis for Subject-Matter Experts*

Code 22GE-C

A subject-matter expert is someone who knows the job—a top performing employee or a supervisor of the position. A subject-matter expert's role is crucial in the job analysis process.

You must identify the knowledges, skills, and abilities that are required to perform a job, and then help develop a crediting plan to rate applicants on these factors.

Description: You'll learn how to:

- Identify knowledges, skills, and abilities (KSAs) required to perform the duties of a position.
- Analyze the KSAs to determine those that should be used as rating criteria.
- Identify task examples indicative of levels of a KSA for use in a crediting plan.

Audience: Supervisors and others who are asked to serve as subject-matter experts in the job analysis process. This course is not intended for personnel specialists who will facilitate job analysis panels. They should attend either *Assessment I: Introduction to Job Analysis* (Code 22GB) or *Assessment II: Personnel Assessment and Selection* (Code 22FH).

Phone: 632-9772

1 day

Job Element Examining*

Code 22FD-C

Personnel staffing specialists who determine the qualifications of applicants for trades and labor occupations must be familiar with the process of job element examining and know how to use the *Handbook X-118C Job Qualification System for Trades and Labor Occupations* in that process.

The job element method is a means of selecting people for jobs under the Federal Wage System by comparing what the applicant can do to what the work calls for.

You will need to find out which elements are needed to do the job; decide how the applicants can show that they have the ability to do the work; and finally, decide, for each element, how much ability the applicants have.

Description: You'll learn how to:

- Explain the principles, methodology, and uses of job element examining.
- Develop crediting plans for Wage Grade positions.
- Use crediting plans in rating applicants.

Audience: Any employee who has responsibility for examining applicants in the trades and labor occupations.

Phone: 632-9772

2 days

Merit Promotion Principles and Practices*

Code 22FI-C

All Federal agencies are required to establish merit promotion programs in accordance with the guidelines issued by OPM.

Personnel specialists and others who initiate, process, give advice on, or review merit promotion actions need a thorough understanding of merit promotion requirements.

Description: You'll learn how to:

- Discuss the five basic requirements for merit promotion programs.
- Determine when competitive merit promotion procedures are to be used in filling positions.
- Analyze vacancy announcements for thoroughness.
- Evaluate your agency's merit promotion plan.
- Describe the impact of the *Uniform Guidelines on Employee Selection Procedures*.
- Identify merit promotion program violations and appropriate corrective actions.

Audience: Anyone who needs to become familiar with merit promotion programs. This course supplements *Personnel Staffing in the Federal Government* (Code 22FW), but is not recommended for those who have taken *Basic Staffing and Placement* (Code 22FA), unless a review is desired.

Phone: 632-9772

2 days

Overview of Reduction In Force*

Code 22PX-C

Agencies must organize the workforce so that program objectives are met. Some decisions to consolidate or reduce personnel may result in a reduction in force (RIF). Employees may need to know how a RIF is conducted in order to understand how and why certain actions are taken and how employees are affected.

RIF actions may result in demotions, removals, or other position changes.

Employee rights in a RIF are based on tenure, veteran's preference, length of service, and performance appraisal.

Description: You'll learn how to:

- Explain the factors used to determine retention standing.
- Define essential terms such as competitive area, competitive level, retention group and subgroup, displacement, retreat, and bump.
- Describe entitlements of employees affected by reduction in force.

Audience: Any employee who would like to become familiar with the basic procedures of reduction in force. Anyone needing sufficient knowledge to conduct a RIF should attend *Reduction in Force* (Code 22PT).

Phone: 632-9772

1 day

Personnel Interviews

Code 22FF-C

Personnel interviews play a significant role in many phases of personnel management. The recruitment interview is the first contact between your agency and prospective employees. It is important that the interviewer obtains information necessary to assess employment possibilities and, at the same time, present a positive picture of the agency. Interviews conducted by selecting officials under your merit staffing procedures play a key role in selecting the best candidates to fill your vacancies.

Description: Through lecture, group discussion, and role play, you will learn how to:

- Adhere to agency policies regarding interviews.
- Develop interview objectives and strategies.
- Plan and conduct interviews.
- Ensure the use of job-related questions.
- Document the results of an interview.
- Evaluate and make decisions based on the information obtained in an interview.

Audience: Personnelists, supervisors, and other agency employees who are responsible for planning and conducting interviews and evaluating information obtained by interviews. Those interested in the use of interviews as an assessment tool may want to attend *Assessment II: Personnel Assessment and Selection* (Code 22FH).

Phone: 632-9772

1 day

This course will be presented as a single-agency onsite only. Call for dates, times, and costs.

Personnel Staffing in the Federal Government*

Code 22FW-C

Staffing in the Federal government is based on merit principles and equal opportunity. Many special programs and procedures have been established to help ensure that the best qualified people are selected.

Employees in various positions need a general understanding of how the staffing process works.

Description: You'll learn how to:

- Describe the roles and responsibilities of those involved in the staffing process.
- Explain the common types of terms and appointments, including the competitive examining process.
- Apply qualification standards in simple situations.
- Explain merit promotion procedures.
- Discuss a variety of special employment programs.

Audience: Anyone who needs a general overview of the staffing process. Staffing specialists and others who perform staffing duties should attend *Basic Staffing and Placement* (Code 22FA).

Phone: 632-9772

4 days

Qualifications Analysis*

Code 22FK-C

Personnel staffing specialists determine whether applicants meet the minimum qualification requirements established for specific positions by applying the *Handbook X-118 Qualification Standards for Positions Under the General Schedule* and other regulatory requirements.

You must be able to analyze an applicant's experience and education to determine if he/she is qualified for a position.

Description: You'll learn how to:

- Explain and use the *Handbook X-118 Qualification Standards for Positions Under the General Schedule*.
- Apply the individual standards found in *Part III* of the *X-118* to determine applicants' qualifications for specific positions.
- Identify and justify use of selective factors.
- Explain and determine a variety of basic eligibility requirements such as age, citizenship, and time-in-grade.

Audience: Anyone who makes qualification determinations using the *X-118*. This course supplements *Personnel Staffing in the Federal Government* (Code 22FW), but is not intended for those who have taken *Basic Staffing and Placement* (Code 22FA), unless a review is desired.

Phone: 632-9772

3 days

Reduction in Force*

Code 22PT-C

Personnel management specialists who are responsible for advising management and carrying out reduction-in-force (RIF) actions must have an in-depth knowledge of the procedures and regulations covering these actions.

You should be aware of the factors to consider in planning a RIF and actions that can be taken to lessen the impact and extent of the RIF. You must also be prepared for employee appeals or grievances by ensuring that actions are properly taken and documented.

Description: You'll learn how to:

- Establish retention registers.
- Apply RIF procedures resulting in displacement, position changes, and separation.
- Determine rights and entitlements of employees affected by a RIF.
- Counsel employees and managers on various aspects of a RIF.
- Prepare RIF notices.
- Explain grievance/appeal procedures.

Audience: Personnel staffing specialists, employee relations specialists, or others whose responsibilities include directing or administering a RIF. A basic knowledge of Federal staffing procedures is a prerequisite.

Phone: 632-9772

3 days

Seminar for Outplacement Coordinators*

Code 22GA-C

Outplacement coordinators develop and operate outplacement programs for employees affected by budget or personnel cuts, reorganizations, or reductions in force.

These programs include services such as counseling and stress management, job interviewing techniques, skills training, and networking.

A knowledge of program models and successful techniques now in use in Federal agencies will help you establish an effective program.

Description: You'll learn how to:

- Describe special placement programs available throughout the government.
- Describe several design models of existing programs.
- Describe techniques for establishing and maintaining a successful program.
- Use resource lists of films, books, and courses/seminars available in the Washington, D.C., area.
- Identify recordkeeping duties.

Audience: Newly appointed outplacement coordinators and other personnel involved in agency outplacement activities.

Phone: 632-9772

1 day

Suitability Adjudication and Security Issues*

Code 22PR-C

This course assists agencies in establishing and administering their suitability and security programs consistent with OPM regulations, guidelines, and delegations of authority. It includes the impact of the Privacy and Freedom of Information (FOI) Acts, and current judicial decisions.

Those responsible for agency suitability and security programs need to be familiar with applicable law and regulation.

Description: Through lecture, group discussion, visual aids, and case studies, you learn how to:

- Apply security, suitability, and investigative regulations to adjudicate derogatory information in determining qualifications.
- Write objections and "passover" requests.
- Comply with the Freedom of Information and Privacy Acts.
- Apply current judicial and appellate decisions.
- List criteria for determining the appropriate sensitivity level of positions.

Audience: Those who work with security or help to make suitability or security determinations.

PMTSC (Phone: 632-9772)

4 days

Personnel Staffing Courses
Staffing, Classification and EEO Curriculum
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Assessment I: Introduction to Job Analysis (22GB)	\$340				13-15			7-9				11-13	
Assessment II: Personnel Assessment and Selection (22FH)	\$495		4-8			3-7			5-9		14-18		22-26
Assessment III: Developing a Rating Schedule (22GC)	\$340						24-25 & 27					18-19 & 21	
Basic Staffing and Placement (22FA)	\$665	21—1		2-13	27—7			21—2		16-27	28—8		8-19
Career Alternatives in a Changing Workforce (22QK)		*THIS COURSE WILL BE PRESENTED AS A SINGLE-AGENCY ONSITE ONLY											
Issues Seminar for Senior Staffing Specialists (22FM)	\$110	DATES TO BE ANNOUNCED											
Job Analysis for Subject Matter Experts (22GE)	\$225	*THIS COURSE WILL BE PRESENTED AS A SINGLE-AGENCY ONSITE ONLY											
Job Element Examining (22FD)	\$225					13-14					21-22		
Merit Promotion Principles and Practices (22FI)	\$225				6-7				8-9			21-22	
Overview of PIF (22PX)	\$110												5
Personnel Interviews (22FE)	\$90	*THIS COURSE WILL BE PRESENTED AS A SINGLE-AGENCY ONSITE ONLY											

*For information call FTS 8-632-9772 or commercial (202) 632-9772.

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Personnel Staffing Courses (Continued)
 Staffing, Classification and EEO Curriculum
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Personnel Staffing in the Federal Government (22FW)	\$420			9-12			10-13		19-22		7-10		
Qualifications Analysis (22FK)	\$340		18-20			19-21		14-16		9-11		25-27	
Reduction in Force (22PT)	\$340			16-18					14-16				
Seminar for Outplacement Coordinators (22GA)	\$110												4
Suitability Adjudication and Security Issues (22PR)	\$420	30—1			28-30		26-28		19-21		28-30		

IX. Position Classification

Position Classification arranges positions according to their likeness and differences, aids in organizing work and controlling costs, helps provide equal pay for equal work, and assists management in determining the types of employee knowledges, skills, and abilities needed to perform the work of the organization.

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Basic Position Classification*

Code 22JA-C

Agencies are required to describe all of their positions accurately and classify them according to their duties and responsibilities. To do this, you must understand and be able to apply the basic principles of the classification system.

Description: You'll learn how to:

- Relate position classification to the management process.
- Gather and evaluate job information.
- Explain the differences in classifying General Schedule and Federal Wage System jobs.
- Classify General Schedule positions using the narrative and Factor Evaluation systems.
- Classify supervisory positions using the *Supervisory Grade Evaluation Guide*.
- Write position descriptions and evaluation statements.
- Explain classification appeals procedures.

Audience: Position classifiers with less than one year of experience and personnel specialists responsible for classifying positions. (Note: Those not performing classification duties should choose an overview course; e.g., *Position Classification in the Federal Government*, (Code 22JR), or *Position Classification for Supervisors and Managers*, (Code 22JE).)

Phone: 632-9772

10 days

Issues Seminar for Senior Classifiers*

Code 22JB-C

Federal personnel management is an evolving technology and the Federal work environment is in a state of change. There are changes in agency budgets that can affect missions and priorities. There are changes in personnel administration and ceiling controls that limit some of management's flexibilities in choosing methods to carry out their functions, and there are changes in technology that alter the ways that work is performed.

As senior classification specialists you must be aware of new policies and procedures and changing interpretations of existing programs that have an impact on the way the classification system functions in your organization.

Description: You'll learn how to:

- Interpret and implement new classification policies and apply changing interpretations of existing ones.
- Use new standards and other classification aids.
- Discuss developments and issues with program officials and other technical experts in classification and position management.

Audience: Senior classification specialists and classification chiefs.

Phone: 632-9772

1 day

Position Classification Analysis and Evaluation*

Code 22JP-C

Federal agencies have a wide variety of functions to perform. These functions are divided into many different types of positions. Some of these positions are common in the agency and throughout the government. In other situations, however, the assignment of work may result in positions that are unusual and difficult to evaluate and classify. This course focuses on these hard-to-classify positions.

Description: You'll learn how to:

- Analyze and evaluate positions for which there are no published standards.
- Distinguish between *Classification Act* and Federal Wage System positions.
- Identify the grade-controlling duties and series-determining duties.
- Use special guides for making grade evaluations.
- Identify and evaluate deputy and assistant positions.

Audience: Position classification specialists and personnel management specialists who are responsible for position classification and have not reached the full performance level. (Note: Candidates should have at least one year of classification experience and have taken a basic course in classification before taking this course.)

Phone: 632-9772
3 days

Position Classification Evaluation Reports*

Code 22JQ-C

Position classification is an important personnel function. The decisions you make concerning the proper title, series, and grade of positions in your organization must be understood by managers, supervisors, incumbents, and others. The evaluation report is your vehicle for presenting your facts and explaining your conclusions.

Description: You'll learn how to:

- State the purpose and benefits of well-written evaluation reports.
- List the types of positions and situations that often require reports and other documentation.
- Describe and outline the major components of an evaluation report.
- Write evaluation reports for positions in both the narrative and the Factor Evaluation System (FES) formats.

This course gives you an opportunity to practice writing evaluation reports, receive critiques of your work, and discuss the problems of writing complete and accurate reports.

Audience: Position classification specialists and others responsible for position classification and writing evaluation reports who want additional practice in report writing. (Note: Nominees should complete a basic course in classification before taking this course.)

Phone: 632-9772
3 days

Position Classification for Supervisors and Managers

Code 22JE-C

As supervisors, you are very involved in the classification process. You decide what will be done, how it will be done, and you assign the work to specific positions. You can manage more effectively when you understand the objectives and requirements of the classification system and your impact on the process.

Description: You'll learn how to:

- Define position classification and position management.
- Distinguish classification issues from issues of pay.
- Identify facts about positions that impact on their classification.
- Apply the major concepts of the Factor Evaluation System (FES).
- Write a position description in the FES format.
- List job-controlling factors for supervisory positions.
- Explain the linkage between position descriptions and performance standards.

Audience: Managers, supervisors, and team leaders. (Note: Position classification specialists should choose from the more specialized classification courses on these pages.)

Phone: 632-9772

2 days

Position Classification in the Federal Government*

Code 22JR-C

Position classification is a process that has impact throughout your entire organization. The classification of a position determines qualifications required, career progression, recruitment sources, training requirements, and pay.

There is a need, then, for staff members from various areas and support groups to understand the fundamental policies and objectives of the classification program in the Federal government.

Description: You'll learn how to:

- Discuss the relationships among position classification and other personnel programs.
- Correctly use common classification terms.
- Apply the basic principles of position classification.
- Classify positions by applying standards for the Federal Wage System and the General Schedule in both the narrative and the Factor Evaluation System formats.

Audience: All employees. (Note: Supervisors and position classification specialists should choose from the more specialized courses on these pages.)

Phone: 632-9772

3 days

Position Classification: Obtaining Facts and Presenting Findings*

Code 22JN-C

Factfinding is the first step in the classification process. Presenting your conclusions is the end of the process. Information is available from a variety of sources. One of the most important sources of information is discussions with employees and supervisors. For you to be successful, you must recognize the importance of developing your interviewing skills.

Description: You'll learn how to:

- Plan for the classification interview—identify your purpose and structure your questions.
- Establish rapport with and gain the cooperation of the people you interview and the people who will receive your findings.

This course combines lectures with workshops and role-play practice interviews. Videotaped interviews are discussed in class to identify interviewing strengths and weaknesses.

Audience: Position classification specialists and personnel management specialists who are responsible for classification. (Note: Nominees should complete a basic course in classification before taking this course. Experienced classifiers will benefit from this course if refresher training in interviewing is desired.)

Phone: 632-9772

2 days

Position Management*

Code 22JC-C

It is Federal policy that departments and agencies organize and operate themselves in a manner that results in the best possible use of both fiscal and personnel resources. This responsibility begins with the head of the agency and is shared by all managers and supervisors.

One of your responsibilities to manage ment is to suggest possible areas of improvement in position management.

Description: You'll learn how to:

- Define position management.
- Explain the requirements governing position management systems.
- Identify and describe the roles of other staff specialists involved in position management.
- Compare alternative methods of work organization to identify the optimal position structure for an organization.
- Identify position management issues and propose alternatives for improvement.
- Describe the objectives and benefits of a sound position management program.

Audience: Experienced position classification specialists and other personnel and staff specialists with responsibility for position management. (Note: This course is not intended for employees in trainee positions.)

Phone: 632-9772

3 days

SGEG: The Supervisory Grade Evaluation Guide*

Code 22JO-C

Of the many tools used by position classification specialists, one of the most important is the SGEG—*The Supervisory Grade Evaluation Guide*. This course will help you understand and apply the most complex and controversial provisions of the SGEG.

Description: You'll learn how to:

- Define and distinguish between supervisory, managerial, and work leader positions.
- Properly determine the base level of work in a variety of situations.
- Determine the proper credit for work planning and organization, work assignment and review, and personnel management responsibilities.
- Identify and determine appropriate credit for special elements including variety, shift work, special technical demand, dispersion, special staffing situations, etc.
- Interpret and properly credit managerial aspects in Part II.
- Make final grade adjustments in Parts I and II based on a comprehensive evaluation of the position.

Audience: Position classification specialists and other personnel specialists responsible for classifying positions. Nominees should be at least at the GS-9 level and have had *Basic Position Classification* (Code 22JA), or its equivalent and some work experience with the SGEG before taking this course.

Phone: 632-9772
2 days

The Federal Wage System*

Code 22JX-C

Within the Federal sector, the work we do is divided into two major categories for classification purposes. One is the more familiar General Schedule (GS), and the other is the Federal Wage System (FWS) for Trades and Labor Occupations. In order to perform fully your classification duties, you will need to understand the job-grading system and the pay determination process for nonsupervisory (WG and WL) and supervisory (WS) jobs.

Description: You'll learn how to:

- Evaluate positions based on the four job-grading factors for nonsupervisory jobs and the three job-grading factors for supervisory jobs.
- Grade supervisory and nonsupervisory jobs including helper, intermediate, and leader jobs by applying the correct job-grading standards for each type of position.
- Determine the prevailing wage rate in a given wage area and establish the WG, WL, and WS wage schedules.
- Identify the conditions that require the application of environmental and night shift differentials and premium pay.

Audience: Position classification specialists and other personnel specialists who are responsible for grading jobs under the Federal Wage System.

(Phone: 632-9772
2 days

Writing Position Descriptions*

Code 22JS-C

Every position must have an approved, official description that lists and discusses the major duties and responsibilities that employees will be expected to perform on the job. Position descriptions may be used for work planning, employee training, and for performance evaluation.

Therefore, the descriptions must be written clearly and accurately so that they will be understood by employees and supervisors and be evaluated properly by the classification staff.

Description: You'll learn how to:

- Outline the required elements of a position description.
- Identify significant classification and job-grading factors.
- Select appropriate information to include in your position descriptions.
- Write descriptions that accurately reflect the duties and responsibilities of positions in both the narrative and the Factor Evaluation System formats.

Audience: Supervisors and administrative personnel who write position descriptions. (Note: This course is not designed to teach you how to classify positions.)

Phone: 632-9772

3 days

Position Classification Courses
Staffing, Classification and EEO Curriculum
Personnel Management Training Services
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Basic Position Classification (22JA)	\$665	21—1		2-13	27—7		10-21	21—2		9-20	28—8		15-26
Issues Seminar for Senior Classifiers (22JB)	\$110						DATES TO BE ANNOUNCED						
Position Classification Analysis and Evaluation (22JP)	\$340	7-9			15-17			2-4			14-16		
Position Classification Evaluation Reports (22JQ)	\$340		18, 20 & 22				3, 5 & 7				7, 9 & 11		
Position Classification in the Federal Government (22JR)	\$340		6-8					14-16				13-15	
Position Classification: Obtaining Facts and Presenting Findings (22JN)	\$225					13-14			8-9			21-22	
Position Classification for Supervisors and Managers (22JE)	\$205					27-28				2-3			
Position Management (22JC)	\$340				8-10				19-21				8-10
SGEG: The Supervisory Grade Evaluation Guide (22JO)	\$225			16-17			24-25			26-27			4-5
The Federal Wage System (22JX)	\$225						31—1					25-26	
Writing Position Descriptions (22JS)	\$340					19-21					21-23		

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X. Training and Development

Training and development serves the need of Federal employees to have the best training available in the field of human resource development. It provides access to new research, methods, media and experts in instructional systems design and learning technologies.

Recruiting, selecting, assessing, developing, and retaining qualified employees are all equally important. This is so because growing recognition of the central importance of human resources broadened the responsibilities of working organizations to encompass every aspect of manager-worker relationships, from recruitment to retirement.

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Career Development Workshop*

Code 22MD-C

The role of the human resource development professional is to identify, assess, and help develop key competencies of employees to perform both their current and/or future jobs. With the focus on both current and future jobs, the career development function is becoming increasingly prominent in the training and development area.

Description: This Workshop provides the information and skills necessary to establish and maintain a career development function as well as the skills to serve as an individual development counselor. The counselor role involves assessing employee competencies, values, and goals in order to identify and plan development and career actions. The Workshop will be presented using a combination of lecture, group discussion, and small group exercises. You'll learn how to:

- Describe the role of the career development function in the training and development organization.
- List benefits to the overall organization in the establishment of a career development function.
- Describe resources (people, time, and money) necessary to establish and maintain a career development function.
- Define a career search model.
- Apply a career search model to specific case examples.

Audience: Training professionals involved in training, development, and program administration.

Phone: 254-8020

3 days

Human Resource Development Seminars*

Code 22LY-C

The field of human resource development is changing rapidly. This series of four 1-day seminars presents current, significant human resource development issues necessary to deal with today's new technology and changing government role. The Seminars are designed for all who are interested and involved in the management and development of human resources. The Seminars will provide an opportunity to discuss new approaches to existing problems.

Description: Each Seminar will include a presentation by an expert in the field of human resources. Topics for each Seminar will be announced later.

Agency registration permits different individuals to attend each of the four sessions.

Audience: All who are interested in the field of human resources and the management and development of human resources, including training and development professionals, supervisors, and managers in Federal, state, and local governments.

Phone: 254-8020

Four 1-day sessions

Impact Assessment Workshop*

(Determining Training Results)

Code 22MB-C

The results of training efforts are usually reported to management in terms of the costs of training rather than on its impact upon the organization. The human resource development professional, as reflected by the American Society for Training and Development's *Competency Study*, must play the role of evaluator and determine not only training needs but also whether those needs have been met.

Description: In this Workshop, you will learn a proven process to determine the impact of training programs both in qualitative and quantitative terms. In addition, skills will be learned to allow you to work with management in a consultative manner to further ensure training success. The Workshop will be presented using a combination of lecture, group discussion, and small group exercises. You'll learn how to:

- Define the evaluation levels for training programs.
- Create an evaluation process to determine on-the-job behavior change and the organizational impact of training.
- Design a questionnaire to determine behavior change.
- List work environment enhancers and barriers to skill transfer.
- Interpret information received from evaluation.
- Describe the consultative role of the trainer with management in the evaluation process.

Audience: Training designers and developers, instructors, program planners and evaluators, and others who produce or conduct training and advise management on ways of meeting training needs.

Phone: 254-8020

2 days

Instructor Training*

Code 22LF-C

"Sink or swim" is a remarkably inefficient training method. Instructors in all areas need knowledge of the principles of adult learning and instruction as well as practice in the universal platform skills and delivery techniques that make classroom instruction more effective.

Description: This course uses a combination of brief lectures, discussions, and practice presentations in a workshop format. Presentations are videotaped for review and feedback, and discussions draw on your experience and that of experts to facilitate on-the-job application of learning. You will learn by practice and self assessment in a supportive group environment. Feedback from a variety of sources—yourself, other participants, instructors, and videotape—will help you analyze and improve your performance. You'll learn how to:

- Establish an appropriate climate for learning.
- Prepare and deliver instructional presentations.
 - To identify trainer skills and techniques appropriate to specific training groups, environments and objectives.
 - To use training and group work techniques to enhance achievement of training objectives.
- Give and receive feedback.
- Use a feedback instrument to obtain information for improving your skills and abilities.

Audience: Both new and experienced instructors, frequent "guest speakers," and others who brief or instruct groups.

Phone: 254-8020

5 days

Introduction to Training and Development*

Code 22LA-C

Training and development activities are becoming increasingly important because of reductions in staff, emphasis on productivity, and rapid change in work technologies. Many kinds and levels of staff need basic background in theories, concepts, laws, regulations, resources, and the operation of training and development in the public sector.

Description: This course uses a series of brief lectures and guided discussions on concepts and goals and their implications. Workshops are used to practice applying concepts to problems. A simulation will enable you to explore and define your own role in training and development to help achieve agency mission. You'll learn how to:

- Describe what training and development contributes to a work organization.
- Identify reasons why training and development needs arise.
- Describe the steps in the training and development process.
- Assess needs, implement plans, evaluate results.
- Identify and determine how to use organizational and external resources that are available for training and development.
- Describe your own role in training and development and how it relates to others.

Audience: Newly appointed employee development specialists and assistants, training officers, personnelists, program managers, and others whose duties include identifying, selecting, producing, and allocating training and development resources and opportunities.

Phone: 254-8020
3 days

Technologies in Instruction*

Code 22LE-C

Rapid technological growth and change are chief sources of training needs in public sector organizations. Computers and programmed learning, audiovisual materials, and other technologies can meet these needs while reducing costly classroom time—but only if those using them can do so effectively.

Description: This workshop presents expert instruction in ways of using a variety of learning technologies, proven examples, and structured exercises to provide you with practice in their selection and use in individualized and group instruction. You will learn how instructional technologies can be used to reduce training time, improve work performance, and lower training costs. You'll learn about:

- Computer-based and computer-assisted instruction.
- Printed and multimedia self-instructional materials.
- Videotape and other audiovisual media.
- Simulations, games, role plays, and case studies.

Audience: Training designers and developers, instructors, program planners and evaluators, and others who produce or conduct training and advise management on ways of meeting training needs.

Phone: 254-8020
3 days

Training Course Design and Development*

Code 22LU-C

Both the effectiveness and economy of employee training are improved by a systematic approach to design and development. This approach may be used for planning new programs, revising existing ones, identifying training evaluation methods, and assessing how training affects work performance.

Description: As a member of a team, you will systematically design and develop an actual instructional package and present your product to the class. This allows you to learn from the experience of others and gain a firm basis for applying learning to your job. Specifically, you'll learn how to:

- Find and use information you need to determine training needs.
- Write task statements, learning/instructional objectives, and criterion measures.
- Identify and organize training content.
- Select methods and media appropriate to objectives, content, and the learner.
- Write specifications for lesson plans and instructional materials.
- Use appropriate and realistic strategies for collecting feedback.
- Select procedures for validating the course content.

Audience: Training professionals, subject-matter experts, and others involved in training design, development, and evaluation.

Phone: 254-8020

5 days

Using Video in Training*

Code 22LC-C

The growing availability and use of video in employee training makes practical experience in video selection, production, and evaluation vital. Knowing how to identify quality productions, evaluate the effectiveness of video instruction, and apply techniques of creative scriptwriting saves training costs and improves effectiveness.

Description: This course provides the practical and instructional background necessary for using video in training programs. It demonstrates the variety of video productions available and methods of producing and evaluating video instruction.

Lectures/demonstrations and workshops in simple production techniques that can be used in any classroom environment will give you instruction and hands-on practice in camera operation. You will examine video scripts and view finished videos based on these scripts. You'll learn how to:

- Use video in training.
- Operate a video camera and use video in the classroom.
- Identify teaching points that are appropriate for video scripts.
- Evaluate video production quality and the effectiveness of the training program that uses it.

Audience: Managers, supervisors, and subject-matter experts, as well as trainers, course designers, and audiovisual and graphics specialists.

Phone: 254-8020

3 days

Visual Design Workshop*

Code 22LX-C

Experience in design, production, and use of well-designed visual aids promotes economy, clarity, and effectiveness in presentations of all kinds.

Description: This Workshop provides professional insights, principles, and hands-on skills in selecting, designing, making, using, and evaluating visual aids, with an emphasis on flipcharts and overhead projection transparencies (Vugraphs). Principles and criteria of good visual design are presented in brief lectures/demonstrations. Extensive hands-on workshops in design, layout, and production provide practice in applying learning. All necessary tools and materials and a reference textbook are included in the cost of the course. You'll learn how to:

- Recognize principles of good visual aid design.
- Distinguish between well- and poorly-designed visuals in several media.
- Effectively use visual materials in specific presentations.
- Design, lay out, produce, and present effective flipcharts and overhead projector slides.
- Describe your visual aid needs to a professional graphics shop.
- Determine advantages and disadvantages of print, 35 millimeter slides, and television as visual aid media.

Audience: All who prepare for and conduct briefings and presentations, design and develop training materials, and instruct.

Phone: 254-8020

2 days

Training and Development Courses
 Personnel Management Training Services
Fiscal Year 86 Schedule

Courses	Prices	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Career Development Workshop (22MD)	\$340				22-24			28-30					
Human Resource Development Seminars (22LY)	\$110			9		7			19			15	
Impact Assessment Workshop (Determining Training Results) (22MB)	\$225			16-17									
Instructor Training (22LF)	\$495	28-1				24-28				9-13			
Introduction to Training and Development (22LA)	\$340		6-8			10-12							15-17
Technologies in Instruction (22LE)	\$340				15-17								
Training Course Design and Development (22LU)	\$495						10-14				21-25		
Using Video in Training (22LC)	\$340											18-20	
Visual Design Workshop (22LX)	\$225						24-25						25-26

Need More Information?

Complete and return this form to:

OFFICE OF PERSONNEL MANAGEMENT
CENTRAL REGISTRAR--WATDS
P O BOX 7230
WASHINGTON, D C 20044

1. Please send me course descriptions on the following courses; they are not available at my training office:

2. I would like Personnel Management to offer a training course on:

3. Mailing Address (Office)

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Business Phone

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City, State, ZIP Code

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